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SAN FRANCISCO CIVIL SERVICE COMMISSION

AFFIRMATIVE ACTION PLAN
and
WOMEN'S EMPLOYMENT PROGRAM

Updated May, 1988

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CITY AND COUNTY OF SAN FRANCISCO
CIVIL SERVICE COMMISSION

AFFIRMATIVE ACTION PLAN
MAY, 1988

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AFFIRMATIVE ACTION POLICY STATEMENT

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Equal Employment Opportunity and Affirmative Action Policy

The City and County of San Francisco is committed to equal employment opportunity and a program of affirmative action.

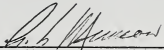
It is the policy of the City and County of San Francisco to afford equal opportunity in employment to all persons without discrimination on the basis of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, sexual orientation, color, marital status, medical condition (cancer-related), or the conditions Acquired Immune Deficiency Syndrome (AIDS) and AIDS Related Complex (ARC).

Furthermore, the City and County of San Francisco is committed to a strong Affirmative Action Program, to remove barriers that have operated in the past to preclude employment opportunities to certain groups who have experienced discriminatory practices, and to increase the utilization of the skills and talents of minorities and women.

The Civil Service Commission, as the employment and personnel department of the City and County of San Francisco, shall, in accordance with its duties and responsibilities, execute an Affirmative Action Program to ensure that employment decisions, including recruitment, testing, selection, work assignment, promotion, and compensation, are based upon job-related criteria and without discrimination. In the implementation of the Affirmative Action Plan, the Civil Service Commission will take aggressive steps to improve the utilization of various minority groups and women where they are currently underrepresented in the City and County workforce.

It is also the policy of the Civil Service Commission to comply with federal, state, and local equal employment opportunity laws and guidelines, as well as with applicable affirmative action requirements of various funding sources, compliance agencies, consent decrees, and court orders.

It shall be the responsibility of the managers of all departments, boards, and commissions to carry out the intent of the Affirmative Action Plan. All employees will be responsible for ensuring that the City and County of San Francisco maintains a discrimination free work environment. The General Manager, Personnel, will be responsible for monitoring and evaluating affirmative action activities and to periodically report to the Mayor, the Board of Supervisors, and the Civil Service Commission.


A. Lee Munson, President
Civil Service Commission

 May 6, 1988
Date

INTRODUCTION

The City and County of San Francisco employs almost 30,000 persons who provide a variety of public services in local government operations. These functions include police and fire protection, public transportation, assessment and collection of property taxes, health services, maintenance of parks, the airport, the port, and other facilities, etc.

These services are administered through approximately 60 departments established by the San Francisco Charter or Administrative Code. The employees in these departments report, through respective department heads, to appointed boards or commissions, the Mayor or other elected officials, or the Chief Administrative Officer.

The Civil Service Commission is the central personnel agency of the City and County of San Francisco. The Commission is responsible for providing qualified persons to public service on the basis of merit. The Commission also classifies positions, conducts salary surveys, and makes rules necessary to implement all merit system personnel activities. The selection of employees is determined by appointing officers in each department according to Civil Service Commission Rules and procedures.

This Affirmative Action Plan is prepared pursuant to Civil Service Commission Rules, in accordance with federal, state, and local laws and agencies having oversight in the equal employment opportunity area. This plan covers the functions that are under the jurisdiction of the Civil Service Commission.

The objectives of the Affirmative Action Program are to ensure that all persons are afforded equal opportunity in employment in the City and County of San Francisco without regard to race, ethnicity, national origin, sex, sexual orientation, religion, age, physical handicap, AIDS, or AIDS Related Complex; and to ensure that Civil Service employees are afforded discrimination free work environments.

The purpose of the Affirmative Action Plan is to provide managers in the City and County of San Francisco with an analysis of its success as well as continuing problems in integrating the workforce to reflect the composition of its available labor market in San Francisco. The Plan reviews the employment of minorities and women in the total workforce as well as by occupational groupings, by departments, and by salary. It reviews activities undertaken to remedy past disparities and discusses areas that require continued efforts. Finally, this Affirmative Action Plan includes a utilization analysis of the City and County workforce and establishes goals for future employment. Specific action programs to be implemented are spelled out in order to achieve affirmative action objectives.

CONCLUSIONS

In the last ten years, the Civil Service workforce of the City and County of San Francisco has changed significantly from being predominantly White to being predominantly minority. In 1978, Hispanics, Asians, and Women were represented in numbers much less than San Francisco's available labor market. By June 30, 1987, Hispanic employment increased by 1213, Asian by 1480, and Women by 2341.

Although the composition of the Civil Service workforce is "catching up" to reflect the San Francisco community, new concerns have been raised. Minorities and women are not proportionately represented at all levels of employment, particularly in managerial and protective service positions. Affirmative action attention will be directed in these areas. And, the increase in numbers of minorities and women in the workforce has caused strains at some worksites. Managers continue to seek assistance and training for their supervisors and employees on issues such as preventing sexual harassment, working with language minority employees, reasonable accommodations for disabled employees, responding to employment discrimination complaints, etc. Additional resources are needed to address eeo and affirmative action training issues. This Affirmative Action Plan Update has identified priority program areas to address these issues.

At this time, the greatest concern affecting Civil Service employment is the City and County's budget situation. Lay-offs are a certainty; and they will be governed by the seniority principle of last-hired, first-fired. The affirmative action gains made by minorities and women are likely to suffer.

The staff of the Civil Service Commission has been, and will continue to be, active in the San Francisco community through its organizations, neighborhoods, and media in order to be aware of existing and new concerns facing minorities and women. For example, the Civil Service Commission's EEO Unit has provided guidance to departments with employees who have AIDS. And, the EEO Unit has developed new programs to address employment needs that either require additional attention, such as the Women's Employment Program, or cannot be resolved within the existing Civil Service system, such as the exempt employment of severely disabled individuals.

Finally, the Civil Service Commission recognizes that its affirmative action program must remain fluid to reflect San Francisco's changing labor market and needs. This Plan attempts to do just that.

AFFIRMATIVE ACTION ACCOMPLISHMENTS

Since the update of the Affirmative Action Plan in 1984, the City and County of San Francisco workforce has continued to increase in minority and female representation. It has also taken on a number of new programs and activities. Among the accomplishments of the past few years are:

1. The representation of women and minorities in the City and County's workforce continued to increase.

The total workforce of the City and County of San Francisco increased from 24,654 employees in 1981 to 29,543 employees in 1987. During this period, the number of women increased by 3376, from 8368 in 1981 to 11,744 in 1987. In this same period, the number of Black employees increased by 663, Hispanics by 1036, Asians by 1696, and Filipinos by 1135.

2. In 1985, San Franciscans voted to create a special employment program for severely disabled individuals exempting them from testing procedures of the Civil Service Commission.

In its first year of implementation, 30 severely disabled individuals have been hired, and two of the disabled employees have advanced to Permanent Civil Service status.

3. The San Francisco Fire Department hired women as Fire Fighters for the first time in the history of the Department.
4. EEO training programs were developed and presented to over 1000 supervisors and managers from fifteen departments.

In 1986, the EEO Unit and the Human Rights Commission jointly coordinated a conference titled, "Issues in Equal Employment" which was attended by over 200 employees. Topics included grievance resolution, discrimination complaints, AIDS in the workplace, women in non-traditional jobs, and terminations.

Additional eeo and affirmative action training programs were developed either as a result of the Civil Service Commission EEO Unit's training needs survey or from specific requests by departmental managers. The following programs have been presented: Prevention of Sexual Harassment; Fire Service Women and Sexual Harassment; Human Relations; Responding to EEOC and DFEH; and Investigative Interviewing Techniques.

5. The Women's Employment Program was created in 1986 to focus on the employment and retention of women in blue collar non-traditional jobs.

As a result of hearings before the Board of Supervisors in 1985, the Civil Service Commission's Affirmative Action Plan was amended in 1986 to address women in non-traditional jobs.

A Women's Employment Coordinator was appointed to monitor employment of women in targeted positions identified to be non-traditional to women, and to provide supportive services to women trying to get into or experiencing problems in blue collar jobs.

6. The City and County of San Francisco amended and strengthened its ordinance prohibiting sexual harassment in the workplace.

The ordinance delineates responsibilities of supervisors in preventing sexual harassment of workers and investigating complaints of violations. It also requires training for supervisors and employees in this subject.

7. 328 long term temporary employees were retained through a special accelerated testing program and subsequently became permanent Civil Service employees through a special Letter of Agreement between the City and County of San Francisco and certain labor unions. The total number of temporary employees has been reduced from 6270 in 1981 to 3651 in 1987.
8. The Civil Service Commission's EEO Unit produced a training video on the subject of preventing sexual harassment. Entitled "A Different Point of View," the video includes vignettes portraying different work situations and various types of sexual harassment incidents.
9. The Civil Service Commission's EEO Unit surveyed the entire City and County workforce to determine the number of disabled individuals it employed and to identify the types of disabilities that they have.
10. The Compliance Agreement between the City and County and the U.S. Office of Revenue Sharing was closed out with the employment of Hispanics recording a significant increase from 1619 (5.9%) in 1978 to 2556 (9.5%) in 1984.
11. Civil Service Commission Rule One was amended to include among its protected groups who can file employment discrimination complaints persons with AIDS or AIDS Related Complex.

DESIGNATION OF AFFIRMATIVE ACTION RESPONSIBILITIES

The MAYOR, as the executive officer of the City and County of San Francisco, has designated responsibility for the development and enforcement of its Affirmative Action Program to the CIVIL SERVICE COMMISSION. The Mayor has also called for the support of the managers of each department, board, and commission to be responsible for the administration of the City and County's Affirmative Action Plan as well as implementing and monitoring each department's respective Affirmative Action Plans.

A. The CIVIL SERVICE COMMISSION shall:

1. Develop and enforce the City and County's policy on equal employment opportunity and affirmative action.
2. Monitor and evaluate the City and County's Affirmative Action Program.
3. Review and certify the Affirmative Action Plans of each department, board, and commission.
4. Hold managers accountable for affirmative action within their respective departments.
5. Designate the General Manager, Personnel to be primarily responsible for the administration of the City and County's Affirmative Action Program.

B. The GENERAL MANAGER, PERSONNEL will have overall administrative responsibility for the Affirmative Action Program. The General Manager's role will be to:

1. Designate an Affirmative Action Coordinator.
2. Establish policies and administrative directives in order to implement the City and County's Affirmative Action Program.

C. The AFFIRMATIVE ACTION COORDINATOR is responsible for planning, coordinating, and evaluating a comprehensive Affirmative Action Program for the City and County of San Francisco. The Coordinator shall also:

1. Coordinate the planning, development and implementation of programs to increase representation of minorities, women and disabled persons into Civil Service classification where underrepresentations have been identified.
2. Collect and maintain information on the composition of all personnel of the City and County of San Francisco by race, ethnicity, and gender.
3. Report on the Affirmative Action Program to the Mayor, Board of Supervisors, Civil Service Commission, Human Rights Commission periodically, and to state and federal agencies as well as to community groups and the general public as needed.

4. Supervise the investigation of alleged employment discrimination complaints filed by employees and applicants.
 5. Monitor departmental affirmative action programs.
 6. Provide technical assistance and training to departmental affirmative action officers, managers, and appointing officers.
 7. Review the compliance of departments with the City and County's Affirmative Action Program.
- D. Each DEPARTMENT HEAD OR DIRECTOR will actively implement the department's affirmative action plan with specific responsibility to:
1. Designate a departmental affirmative action officer who shall have direct access to the director on affirmative action and equal employment opportunity matters.
 2. Prepare and disseminate an affirmative action policy statement for the department.
 3. Include as a factor of the performance evaluation of managers and supervisors, their efforts in the implementation of the Affirmative Action Program of the City and County of San Francisco and the department affirmative action goals.
 4. Establish goals and timetables for the department consistent with the City and County's Affirmative Action Plan.
- E. Each DEPARTMENTAL AFFIRMATIVE ACTION OFFICER shall have overall responsibility for developing and monitoring the department affirmative action programs, including:
1. Prepare a departmental affirmative action plan to address specific issues and goals of the department.
 2. Disseminate to all employees the Civil Service procedures for the processing of discrimination complaints. Notify the Civil Service Commission's EEO Unit of discrimination complaints filed with the federal EEOC, the state DFEH, or departmental complaint procedure.
 3. Communicate to the department head, managers, and supervisors the specific affirmative action goals of the department.
 4. Evaluate and report the department's progress and problems in achieving affirmative action goals.

UTILIZATION ANALYSIS

In this section, a variety of reports are presented which describe the composition of the City and County workforce. Utilization analyses are comparisons of current employments with the available labor market. Affirmative action goals are determined based on utilization and availability information. Specifically, this section includes:

1. Utilization Analysis Methodology
2. Labor Market Availability
3. Total and Permanent Employment
4. Employment by Occupational Categories
5. Utilization Analysis by Gender and Minority Groups
6. Utilization by Department
7. Utilization by Salary Ranges.

METHODOLOGY

Workforce composition reports (including federal EEO-4 Report) are compiled through individual employee records. For every appointment, Civil Service Commission staff collects race, ethnicity, and gender information on the employee. For appointments that must be validated at the Civil Service Commission's Certification Unit, staff asks the newly appointed person his/her race or ethnicity. For non-civil service provisional appointments, the department that makes the hire calls the Civil Service Commission's EEO Unit to request oral authorization for the appointment and reports the race, ethnicity and gender of the new employee. Exempt appointments are recorded into the Civil Service Commission's information system at the end of the reporting year; race, ethnicity and gender information for each employee is collected from the Controller's payroll system.

The detailed utilization analysis which is presented at the end of this Plan is a comparison of the composition in each classification with the San Francisco available labor market. Based on the comparison and identified underutilization, affirmative action goals are presented which would bring these classifications to a level of parity with the labor market. The goals are neither quotas nor employment restrictions, and must be viewed as flexible targets. Although the goals may relate only to a limited number of minority groups or women, it is the City's objective to ensure equal employment opportunity for all.

The basic methodology of the detailed utilization analysis involves first presenting the composition of each classification, with a distinction between temporary and permanent employees. If twenty (20) or more permanent employees were present in a single classification, the classification is usually analyzed individually. Where fewer than 20 positions are reported, the classification is merged with other similar classifications. In a few cases, aggregations of small classifications was not possible due to the unique nature of the positions. Whenever twenty or more permanent or temporary positions are present, goals are established based on the utilization analysis. All positions are reported, whether exempt from civil service testing or not, except for paraprofessionals in the School and College Districts.

The basis for utilization analysis is either the general or specially qualified San Francisco labor force as represented in the 1980 U.S. Census. Each classification is compared to either the overall labor market or specialized markets. The distinguishing labor market feature is dependent on whether the classification's minimum qualifications are set internally or externally. For example, the City determines requirements for Transit Operator, therefore, that classification is compared to the overall San Francisco labor market. Nurses, on the other hand, must be licensed by the State of California. Therefore, the Registered Nurse classification is compared only to the available market of Registered Nurses in San Francisco.

It should be noted that the federal Office of Federal Contract Compliance Programs (OFCCP) now requires that affirmative action goals be established only if utilization of protected groups falls below 80% of labor market availability. This Plan identifies all underutilizations under 100% and establishes goals to reach labor market parity.

LABOR MARKET AVAILABILITY

In 1983, the U.S. Department of the Census released 1980 labor market data for employers to use in affirmative action planning. In February, 1983, the San Francisco Civil Service Commission adopted the 1980 U.S. Census labor market data for San Francisco to be used for determining affirmative action goals. In addition, the Commission agreed to use the Special Occupation Tabulations of the 1980 Census for civil service classifications with externally established licensing requirements.

The 1980 San Francisco labor market was reported to be:

<u>Race/Ethnicity</u>	<u>Availability</u>
White	57.5%
Black	9.9%
Hispanic	11.2%
Asian	15.3%
Filipino	5.4%
American Indian	0.4%
<u>Gender</u>	<u>Availability</u>
Male	54.8%
Female	45.2%

The Special Occupational Tabulations (SOT) determined by the U.S. Census for fourteen employment groups were used in the utilization analysis for classifications that have externally-determined licensing requirements. The availability of minorities and women by these SOT groups are reported in the appendix.

TOTAL AND PERMANENT EMPLOYMENT

On June 30, 1987, the City and County of San Francisco recorded a total of 29,543 employees in its workforce. This number includes permanent and temporary employments, as well as elected and exempt employees in civil service classifications. Both full time and part time employments are included. Only paraprofessional classroom aides in the School and College Districts have not been counted because these departments have been unable to provide accurate data on the employees.

	<u>6-30-87 Total Workforce</u>	<u>Permanent Workforce</u>	<u>SF Labor Market Availability</u>
White	13441 (45.5%)	9511 (42.8%)	57.5%
Black	6236 (21.1%)	4918 (22.1%)	9.9%
Hispanic	2832 (9.6%)	2135 (9.6%)	11.2%
Asian	3942 (13.3%)	3008 (13.5%)	15.3%
Filipino	2966 (10.0%)	2529 (11.4%)	5.4%
Am Ind	126 (0.4%)	104 (0.5%)	0.4%
Male	17799 (60.2%)	14115 (63.6%)	54.8%
Female	11744 (39.8%)	8090 (36.4%)	45.2%

As the above figures indicate, in the overall City and County workforce, Blacks and Filipinos are well above parity, and American Indians are at parity with their representations in the available labor market. As in 1984, Hispanics, Asians, and Women are underrepresented. Permanent workforce statistics reveal similar patterns of employment. A review of workforce totals over the past years, however, indicates a steady increasing trend of Asian and Hispanic representation.

Total Employment from 1979 to 1987

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>AmInd</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
6-30-79	14077 53.9%	6131 23.5%	1587 6.1%	2579 9.8%	1643 6.3%	68 0.3%	17049 65.4%	9036 34.6%	26085
6-30-83	12918 48.7%	5884 22.2%	2448 9.2%	3052 11.5%	2103 7.9%	110 0.4%	16950 63.9%	9565 36.1%	26515
6-30-87	13441 45.5%	6236 21.1%	2832 9.6%	3942 13.3%	2966 10.0%	126 0.4%	17799 60.2%	11744 39.8%	29543

EMPLOYMENTS BY OCCUPATIONAL CATEGORIES

A detailed utilization analysis is presented in another section of this Plan. This is a summary of changes in the workforce between 1979 and 1987 by general occupational categories.

A. Official and Administrators

Definition: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis.

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>AmInd</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
6-30-79	172 82.3%	18 8.6%	9 4.3%	9 4.3%	0 0.0%	1 0.5%	185 88.5%	24 11.5%	209
6-30-83	369 76.7%	45 9.4%	24 5.0%	39 8.1%	4 0.8%	0 0.0%	372 77.3%	109 22.7%	481
6-30-87	389 69.6%	54 10.2%	28 5.3%	52 9.8%	6 1.1%	2 0.4%	387 73.0%	143 27.0%	530

The reported number of Officials and Administrators continues to increase. This is partly due to some changes in the identification of certain classifications in this category. Since 1983, minority representation has increased slightly, and the representation of women increased by almost 5% to reach 27%. However, Hispanics, Asians, Filipinos and women remain significantly below parity levels. Employments in this category include department heads, deputy directors, bureau chiefs, program managers, etc.

B. Professionals

Definition: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge.

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>AmInd</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
6-30-79	3564 67.4%	379 7.2%	163 3.1%	732 13.9%	443 8.4%	9 0.2%	3103 57.8%	2187 41.3%	5290
6-30-83	3324 62.5%	408 7.7%	251 4.7%	762 14.3%	560 10.5%	11 0.2%	2941 55.3%	2375 44.7%	5316
6-30-87	4137 59.9%	605 8.7%	391 5.6%	907 13.1%	858 12.4%	13 0.2%	3412 49.4%	3499 50.6%	6911

Professional employments increased by 1595 positions. All groups showed gains in actual employments, and all minority groups, except Asians, improved their representations in overall percentages. Blacks, Hispanics and Asians continue to be below labor force parity. Female representation increased significantly, both numerically and proportionately, and now comprise over 50% of the positions in this class.

C. Technicians

Definition: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training.

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>AmInd</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
6-30-79	1300 58.7%	432 19.5%	103 4.7%	232 10.5%	142 6.4%	4 0.2%	1561 70.5%	652 29.5%	2213
6-30-83	1205 54.8%	385 17.5%	152 6.9%	277 12.6%	174 7.9%	5 0.2%	1535 69.8%	663 30.2%	2198
6-30-87	1231 50.6%	401 16.5%	201 8.3%	333 13.7%	262 10.8%	3 0.1%	1658 68.2%	773 31.8%	2431

The representation of Hispanics, Asians, Filipinos and women increased, however, all these groups except Filipino, continue to be underrepresented. Technicians include Licensed Vocational Nurses and other health technicians, eligibility workers, engineering assistants and associates, inspectors, computer operators, etc.

D. Protective Service Workers

Definition: Occupations in which workers are entrusted with public safety, security, and protection from destructive forces.

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>AmInd</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
6-30-79	2480 76.4%	408 12.5%	181 5.6%	109 3.3%	53 1.6%	12 0.3%	2975 91.7%	268 8.3%	3243
6-30-83	2318 70.0%	432 13.0%	258 7.8%	216 6.5%	79 2.4%	9 0.3%	2894 87.4%	418 12.6%	3312
6-30-87	2233 66.4%	485 14.4%	282 8.4%	254 7.6%	92 2.7%	15 0.4%	2857 85.0%	504 15.0%	3361

Although small gains have been made, all minority groups (except Blacks) and women continue to be significantly underrepresented in the Protective Service category. Employments in this category include Police Officers, Firefighters, Deputy Sheriffs and Security Guards.

E. Paraprofessionals

Definition: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "new careers" concept.

Paraprofessionals (cont)

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>AmInd</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
6-30-79	847 33.6%	948 37.5%	205 8.1%	350 13.9%	169 6.7%	7 0.3%	1200 47.5%	1326 52.5%	2526
6-30-83	432 25.7%	614 36.5%	164 9.8%	235 14.0%	232 13.8%	5 0.3%	698 41.5%	984 58.5%	1682
6-30-87	485 25.5%	570 29.9%	200 10.5%	342 18.0%	301 15.8%	5 0.3%	750 39.4%	1153 60.6%	1903

The only group in this occupational category that is below labor force parity is Hispanics, although they have steadily increased in representation. This category include orderlies, health workers and assistants, library and school assistants, and public service trainees.

F. Office and Clerical

Definition: Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>AmInd</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
6-30-79	2289 47.6%	954 19.8%	355 7.4%	658 13.7%	543 11.3%	15 0.3%	1355 28.1%	3459 71.9%	4814
6-30-83	1730 36.7%	933 19.8%	598 12.7%	780 16.5%	654 13.9%	18 0.4%	1353 28.7%	3360 71.3%	4713
6-30-87	1459 29.4%	944 19.0%	636 12.8%	1030 20.7%	876 17.6%	20 0.4%	1353 27.3%	3612 72.7%	4965

Clerical employment continues to be dominated by women and minorities. All minority groups and women are at, or above, labor force parity. Employment in this category include typists, stenographers, account clerk, cashiers, and inventory clerks.

G. Skilled Craft Workers

Definition: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>AmInd</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
6-30-79	1264 74.6%	124 7.3%	147 8.7%	101 5.9%	49 2.9%	9 0.5%	1682 99.3%	12 0.7%	1694
6-30-83	1398 65.4%	213 10.0%	230 10.8%	201 9.4%	88 4.1%	9 0.4%	2090 97.7%	49 2.3%	2139
6-30-87	1323 57.6%	250 10.9%	267 11.6%	293 12.7%	145 6.3%	18 0.8%	2228 97.0%	68 3.0%	2296

Skilled Craft Workers (cont)

All minority groups and women made slight gains in the skilled craft category, however, Asians and women continue to be underrepresented. Employments in this category increased by 602 between 1979 and 1987. Skilled craft workers include Painters, Electricians, Carpenters, Mechanics, Machinists, Plumbers, etc.

H. Service Maintenance Workers

Definition: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery.

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>AmInd</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
6-30-79	2028 34.2%	2847 48.1%	416 7.0%	374 6.3%	242 4.1%	11 0.2%	4848 81.9%	1070 18.1%	5918
6-30-83	1908 30.1%	2810 44.3%	748 11.8%	517 8.2%	305 4.8%	53 0.8%	4871 76.8%	1470 23.2%	6341
6-30-87	1836 27.6%	2863 43.0%	797 12.0%	689 10.4%	418 6.3%	48 0.7%	4906 73.8%	1745 26.2%	6651

All groups that were below labor force parity in 1983 showed gains, Asians from 8.2% to 10.4% and women from 23.2% to 26.2%. Asians and women are still underrepresented. Blacks continue to be concentrated in this employment category at over four times its labor force presence. Service and maintenance workers include Custodians, Gardeners, Porters, Transit Operators, etc.

SUMMARY OF UTILIZATION BY OCCUPATIONAL CATEGORIES

	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>Am Ind</u>	<u>Women</u>
Officials & Admin		**	**	**		**
Professionals	*	**	*		**	
Technicians		**	*		**	**
Protective Service		**	**	**		**
Paraprofessionals		*			*	
Office & Clerical						
Skilled Craft			*			**
Service/Maintenance			**			**
SF Labor Market Availability	9.9%	11.2%	15.3%	5.4%	0.4%	45.2%

* Representation is greater than 80%, but less than 100% of labor market availability.

** Representation is less than 80% of labor market availability.

UTILIZATION ANALYSIS BY GENDER AND MINORITY GROUP

• Women

According to 1980 U.S. Census data, the representation of Women in the San Francisco population was 51.8%, and in the available labor market, 45.2%.

Although Women in the City and County workforce are still below labor market parity of 45.2%, their numbers have steadily increased in representation from 9036 (34.6%) in 1979 to 11,744 (39.8%) in 1987. In fact, during this period, the representation of women increased in every occupational category. Currently, Women are at, or above parity in the Professional, Paraprofessional, and Clerical categories. They are still underrepresented as Administrators, Technicians, Protective Service, Skilled Craft, and Service Maintenance Workers. Gains in the permanent workforce remain slower, recording 36.4% on June 30, 1987.

The most notable gains made by Women since 1979 were in the Administrator group in which their representation increased from 24 (11.5%) to 143 (27.0%), in the Protective Service group from 268 (8.3%) to 504 (15.0%), and in the Skilled Craft group, from 12 (0.7%) to 68 (3.0%).

In terms of salary, Women in the City and County workforce continue to earn at the lower salary ranges. Women represent 60% of all employees in the \$20,000 to \$24,999 whereas they are less than 30% of all the higher ranges. And, of all Women employees in the workforce, 55.8% earn less than \$25,000, compared to 21.2% of Male employees who earn less than \$25,000. (See page 23.)

A number of departments employ more than 65% women including the Board of Supervisors, School District, Civil Service, County Clerk, and Laguna Honda Hospital. This suggests that Women are concentrated in the jobs that are offered in these departments. On the other hand, Women are most significantly underutilized in the Fire Department (2.8%) and Department of Electricity (7.2%).

<u>Occupational Group</u>	<u>% Women</u>	<u>% of parity (45.2%)</u>
Officials & Administrators	27.0%	60%
Professionals	50.6%	112%
Technicians	31.8%	70%
Protective Service	15.0%	33%
Paraprofessionals	60.6%	134%
Office & Clerical	72.7%	161%
Skilled Craft Workers	3.0%	7%
Service Maintenance	26.2%	58%
Total	39.8%	88%

• Blacks

The 1980 population of Blacks in San Francisco was 12.7%; their labor market availability was reportedly 9.9%.

In the total City and County workforce, Blacks have been represented at well over twice their percentages in the labor market. Although there has been a percentage decline from 23.5% in 1979 to 21.1% in 1987, the total number of Black employees increased from 6131 in 1979 to 6236 in 1987. Blacks are also proportionately well represented in the permanent workforce at 22.1%.

By occupational groups, Blacks are at labor market parity in the Administrator and Skilled Craft categories. The biggest gains were made in these categories in the period 1979 to 1987. Black Administrators increased from 18 (8.6%) to 54 (10.2%) and Black Skilled Craft Workers increased from 124 (7.3%) to 250 (10.9%).

Blacks are above parity in Technicians, Protective Service, Paraprofessionals, Clerical, and Service Maintenance categories. The only area in which Blacks are underrepresented is in Professional employment, totaling 8.7%. One of the major affirmative action concerns in reviewing employment of Blacks in the City's workforce is the concentration of this minority group in the Service Maintenance category, which, at 43%, is over four times labor market parity.

The Departments with the largest Black representations are the Municipal Railway (48.1%) and Juvenile Court (37.4%). The fewest Blacks, proportionately, are in Electricity (3.1%) and the Assessor's Office (5.7%).

By salary, 34% of all permanent full time Black employees earned from \$20,000 to \$24,999 and 42% of them earned from \$25,000 to \$32,999. Only 3.7% of Black employees were in the top salary range of \$43,000 or more.

<u>Occupational Group</u>	<u>% Black</u>	<u>% of parity (9.9%)</u>
Officials & Administrators	21.1%	213%
Professionals	8.7%	88%
Technicians	16.5%	167%
Protective Service	14.4%	145%
Paraprofessionals	29.9%	302%
Office & Clerical	19.0%	192%
Skilled Craft Workers	10.9%	110%
Service Maintenance	43.0%	434%
Total	21.1%	213%

• Hispanics

The 1980 San Francisco population included 12.4% Hispanics. The available civilian labor market included 11.2% Hispanics.

Compared to 11.2%, Hispanics continue to be underrepresented in the total City and County workforce (9.6%) although significant gains have been recorded since 1979 (6.1%).

By occupational groups, Hispanics are still underrepresented in these categories: Administrators (5.3%), Professionals (5.6%), Technicians (8.3%), Protective Service (8.4%), and Paraprofessionals (10.5%). Hispanics are better represented as Clericals (12.8%), Skilled Craft (11.6%), and Service Maintenance (12.0%). It is important to note that since 1979, Hispanic employment has increased in every category, most significantly in Clerical and Service Maintenance.

Unlike other minority groups, Hispanics are not currently concentrated in any of the major departments. The department (excluding small departments) with the highest representation of Hispanics is the Retirement System (16.3%). The smallest percentages of Hispanics are reported in Superior Court (1.3%) and Hetch Hetchy (3.5%).

By salary, 38% of all permanent full time Hispanic employees earn less than \$25,000, compared to 27% of all employees. However, Hispanics are fairly evenly distributed among the three middle EEO-4 salary ranges.

<u>Occupational Group</u>	<u>% Hispanic</u>	<u>% of parity (11.9%)</u>
Officials & Administrators	5.3%	47%
Professionals	5.6%	50%
Technicians	8.3%	74%
Protective Service	8.4%	75%
Paraprofessionals	10.5%	94%
Office & Clerical	12.8%	114%
Skilled Craft Workers	11.6%	104%
Service Maintenance	12.0%	107%
Total	9.6%	86%

• Asians

The 1980 U.S. Census reported that San Francisco had a population with 22.0% Asians, including Filipinos. It reported labor force statistics for Asians, including Filipinos, at 20.7%. No special reports on individual Asian groups were released. However, because California State law requires that Filipino employment be reported separately from other Asians, State officials provided guidelines that resulted in these labor force parity statistics: Asians, 15.3%; and Filipinos, 5.4%.

Compared to the above figure of 15.3% Asians in the San Francisco labor force, Asians are slightly underrepresented in the total City and County workforce at 13.3%. Since 1979, Asian employment increased significantly from 2579 (9.8%) to 3942 (13.3%).

By occupational groups, Asians continue to be below 15.3% in all groups except Paraprofessionals (18.0%) and Clerical (20.7%). The greatest underrepresentation is in Protective Service Workers (7.6%), although both the number and percentage have more than doubled since 1979.

Asians are most concentrated in the Treasurer/Tax Collector Department (31.8%), Controller's Office (27.1%), and Public Library (27.0%). They are least represented in the Fire Department (2.4%) and Hetch Hetchy (5.0%).

<u>Occupational Group</u>	<u>% Asian</u>	<u>% of parity (15.3%)</u>
Officials & Administrators	9.8%	64%
Professionals	13.1%	86%
Technicians	13.7%	90%
Protective Service	7.6%	50%
Paraprofessionals	18.0%	118%
Office & Clerical	20.7%	135%
Skilled Craft Workers	12.7%	83%
Service Maintenance	10.4%	68%
Total	13.3%	87%

- Filipinos

Compared to 5.4% labor force availability, Filipinos are represented in the City and County workforce at 10.0% total, and 11.4% of all permanent employments. This is a significant increase from 6.3% in 1979.

By occupational groups, Filipinos are just above parity as Skilled Craft (6.3%) and Service Maintenance (6.3%) Workers. They are well above labor force parity in the Professional (12.4%), Technician (10.8%), Paraprofessional (15.8%), and Clerical (17.6%) categories. By contrast, Filipinos represent only 1.1% of all Administrators and 2.7% of Protective Service Workers.

The largest concentrations of Filipino employment are in the Assessor's Office (28.3%), Laguna Honda Hospital (34.7%), and Controller's Office (27.1%). Departments with the fewest Filipino employees are Superior Court (0.0%) and the Fire Department (1.1%).

<u>Occupational Group</u>	<u>% Filipino</u>	<u>% of parity (5.4%)</u>
Officials & Administrators	1.1%	20%
Professionals	12.4%	230%
Technicians	10.8%	200%
Protective Service	2.7%	50%
Paraprofessionals	15.8%	293%
Office & Clerical	17.6%	326%
Skilled Craft Workers	6.3%	117%
Service Maintenance	6.3%	117%
Total	10.0%	185%

- Asians and Filipinos, by Salary

By salary, permanent, full time Asians and Filipinos (reported as one group for federal EEO-4) comprise the largest groups in the lower salary ranges, 40% of those earning \$16,000 - \$19,999 and 37% of those earning \$20,000 - \$24,999. And, among all permanent Asian and Filipino employees, the largest group of them earn \$20,000 to \$24,000. Fewer Asians and Filipinos are in the higher salary ranges than citywide percentages.

- American Indians

The representation of American Indians in the San Francisco labor force for 1980 was a small 0.4%. The City and County total workforce includes 126 (0.4%) American Indians. They are represented most notably in Service Maintenance jobs (48) and in the Municipal Railway Department (47).

Although their numbers are small, American Indian employees are mostly in the higher salary ranges, 87% of them earning more than \$25,000.

UTILIZATION BY DEPARTMENT

For purposes of this Affirmative Action Plan, employments in the City and County of San Francisco are reported in sixty (60) departments based on payroll units. These departments range in size from very small with three employees, to very large with nearly 4000 employees. (The total number of departments is sometimes reported to be fewer because some units are consolidated and reported as single departments. For example, all of the various Health Department divisions are reported as a single Department of Public Health; or some of the units under the CAO are reported as one department called Governmental Services.)

Ten departments have fewer than 20 employees. No statements will be made regarding workforce representations in these very small departments.

Fourteen departments report 20 to 100 employees. Of these, all departments, except the Human Rights Commission, have workforce underrepresentations of one or more minority groups or women when compared to the San Francisco available labor market. The Electricity and Real Estate departments both have underrepresentations in Blacks, Hispanics, Asians, and Women.

Of the remaining departments, those with over 100 employees, the only ones which do not report any underrepresentations of minorities or women in its total workforces are: Community College, Retirement, Public Health Central Office, and Public Health Community Mental Health Services. All other departments have one or more areas where affirmative action goals are needed. The most severe underutilizations of minorities are in Superior Court, the Fire Department, and Hetch Hetchy where the non-minority workforce is over 80%. Additionally, the Fire Department shows the smallest presence of Women at 2.8%.

The two largest departments are the Municipal Railway (3777) and General Hospital (3563). In both, Hispanic and Asian employment are below labor market parity. Additionally, Women are underrepresented at Muni (12.7%).

COMPOSITION BY DEPARTMENT, 6/30/87

	White	Black	Hispanic	Asian	Filipino	Am Ind	Male	Female	Total
1980 SF LABOR MARKET	57.5%	9.9%	11.2%	15.3%	5.4%	0.4%	54.8%	45.2%	100.0%
<u>Department</u>									
Board of Supervisors	38 63.3%	12 20.0%	1 1.7%	5 8.3%	4 6.7%	0 0.0%	17 28.3%	43 71.7%	60
Assessor	35 33.0%	6 5.7%	12 11.3%	23 21.7%	30 28.3%	0 0.0%	75 70.8%	31 29.2%	106
City Attorney	112 63.6%	20 11.4%	18 10.2%	14 8.0%	12 6.8%	0 0.0%	82 46.6%	94 53.4%	176
District Attorney	195 56.0%	47 13.5%	28 8.0%	38 10.9%	40 11.5%	0 0.0%	169 48.6%	179 51.4%	348
Public Defender	54 55.1%	15 15.3%	14 14.3%	8 8.2%	7 7.1%	0 0.0%	45 45.9%	53 54.1%	98
Sheriff	254 50.6%	131 26.1%	55 11.0%	45 9.0%	16 3.2%	1 0.2%	368 73.3%	134 26.7%	502
School District	768 34.1%	669 29.7%	304 13.5%	341 15.2%	161 7.2%	7 0.3%	729 32.4%	1521 67.6%	2250
Treasurer/ Tax Collector	28 21.7%	20 15.5%	11 8.5%	41 31.8%	29 22.5%	0 0.0%	65 50.4%	64 49.6%	129
Controller	129 25.9%	51 10.2%	46 9.2%	135 27.1%	134 26.9%	3 0.6%	266 53.4%	232 46.6%	498
Superior Court	128 83.7%	12 7.8%	2 1.3%	11 7.2%	0 0.0%	0 0.0%	58 37.9%	95 62.1%	153
Municipal Court	137 41.4%	44 13.3%	32 9.7%	64 19.3%	54 16.3%	0 0.0%	134 40.5%	197 59.5%	331
Juvenile Court	159 42.5%	140 37.4%	28 7.5%	25 6.7%	21 5.6%	1 0.3%	251 67.1%	123 32.9%	374
Adult Probation	67 53.6%	22 17.6%	15 12.0%	12 9.6%	9 7.2%	0 0.0%	56 44.8%	69 55.2%	125
Community College	295 33.3%	132 14.9%	136 15.3%	233 26.3%	90 10.1%	1 0.1%	393 44.3%	494 55.7%	887
County Clerk	51 36.4%	19 13.6%	7 5.0%	27 19.3%	33 23.6%	3 2.1%	45 32.1%	95 67.9%	140
Mayor's Office	77 40.7%	46 24.3%	13 6.9%	34 18.0%	17 9.0%	2 1.1%	84 44.4%	105 55.6%	189
Commission on Aging	14 35.9%	8 20.5%	7 17.9%	7 17.9%	2 5.1%	1 2.6%	14 35.9%	25 64.1%	39
Airport	412 44.8%	171 18.6%	89 9.7%	164 17.8%	81 8.8%	3 0.3%	687 74.7%	233 25.3%	920
Art Commission	8 47.1%	4 23.5%	2 11.8%	2 11.8%	1 5.9%	0 0.0%	6 35.3%	11 64.7%	17
City Planning	61 56.0%	15 13.8%	9 8.3%	19 17.4%	5 4.6%	0 0.0%	58 53.2%	51 46.8%	109
Civil Service	57 42.9%	20 15.0%	12 9.0%	29 21.8%	14 10.5%	0 0.0%	43 32.3%	90 67.7%	133
Fire	1171 83.7%	90 6.4%	87 6.2%	34 2.4%	15 1.1%	2 0.1%	1360 97.2%	39 2.8%	1399

Composition by Department (cont)

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>Am Ind</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
<u>1980 SF LABOR MARKET</u>	<u>57.5%</u>	<u>9.9%</u>	<u>11.2%</u>	<u>15.3%</u>	<u>5.4%</u>	<u>0.4%</u>	<u>54.8%</u>	<u>45.2%</u>	<u>100.0%</u>
<u>Department</u>									
Hetch Hetchy	161 80.1%	14 7.0%	7 3.5%	10 5.0%	4 2.0%	5 2.5%	173 86.1%	28 13.9%	201
Health Service	11 29.7%	3 8.1%	2 5.4%	6 16.2%	15 40.5%	0 0.0%	10 27.0%	27 73.0%	37
Human Rights	14 29.8%	14 29.8%	6 12.8%	9 19.1%	4 8.5%	0 0.0%	24 51.1%	23 48.9%	47
Municipal Railway	915 24.2%	1817 48.1%	386 10.2%	394 10.4%	218 5.8%	47 1.2%	3297 87.3%	480 12.7%	3777
Parking Authority	7 77.8%	0 0.0%	1 11.1%	1 11.1%	0 0.0%	0 0.0%	7 77.8%	2 22.2%	9
Permit Appeals	6 54.5%	3 27.3%	1 9.1%	1 9.1%	0 0.0%	0 0.0%	7 63.6%	4 36.4%	11
Police	1814 66.8%	333 12.3%	223 8.2%	220 8.1%	112 4.1%	13 0.5%	2054 75.7%	661 24.3%	2715
Port	150 59.5%	21 8.3%	21 8.3%	38 15.1%	20 7.9%	2 0.8%	201 79.8%	51 20.2%	252
Public Utilities	189 37.0%	63 12.3%	45 8.8%	121 23.7%	191 17.8%	2 0.4%	329 64.4%	182 35.6%	511
Public Library	301 49.2%	77 12.6%	36 5.9%	165 27.0%	33 5.4%	0 0.0%	288 47.1%	324 52.9%	612
Recreation & Parks	855 57.2%	328 21.9%	120 8.0%	145 9.7%	44 2.9%	4 0.3%	1032 63.0%	464 31.0%	1496
Retirement	35 33.7%	13 12.5%	17 16.3%	21 20.2%	18 17.3%	0 0.0%	43 41.3%	61 58.7%	104
Social Services	410 38.4%	172 16.1%	96 9.0%	213 19.9%	176 16.5%	2 0.2%	398 36.3%	681 63.7%	1069
War Memorial	36 40.9%	20 22.7%	13 14.8%	16 18.2%	3 3.4%	0 0.0%	69 78.4%	19 21.6%	88
Water	328 60.9%	73 13.5%	56 10.4%	61 11.3%	21 3.9%	0 0.0%	448 83.1%	91 16.9%	539
Status of Women	6 46.2%	3 23.1%	1 7.7%	2 15.4%	1 7.7%	0 0.0%	0 0.0%	13 100.0%	13
Light, Heat, Power	6 66.7%	0 0.0%	1 11.1%	1 11.1%	1 11.1%	0 0.0%	7 77.8%	2 22.2%	9
Academy of Sciences	8 80.0%	1 10.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	9 90.0%	1 10.0%	10
Fine Arts Museum	51 53.7%	16 16.8%	5 5.3%	8 8.4%	15 15.8%	0 0.0%	75 78.9%	20 21.1%	95
Asian Arts Museum	13 86.7%	0 0.0%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	9 60.0%	6 40.0%	15
Law Library	3 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	1 33.3%	3
Rent Arbitration	8 33.3%	4 16.7%	5 20.8%	6 25.0%	1 4.2%	0 0.0%	12 50.0%	12 50.0%	24

Composition by Department (cont)

	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>Am Ind</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
<u>1980 SF LABOR MARKET</u>	<u>57.5%</u>	<u>9.9%</u>	<u>11.2%</u>	<u>15.3%</u>	<u>5.4%</u>	<u>0.4%</u>	<u>54.8%</u>	<u>45.2%</u>	<u>100.0%</u>
<u>Department</u>									
Chief Administration Officer	12 53.2%	0 0.0%	3 15.8%	1 5.3%	3 15.8%	0 0.0%	5 26.3%	14 73.7%	19
Real Estate	16 80.0%	0 0.0%	0 0.0%	1 5.0%	3 15.0%	0 0.0%	15 75.0%	5 25.0%	20
Agriculture	6 46.2%	2 15.4%	3 23.1%	2 15.4%	0 0.0%	0 0.0%	8 61.5%	5 38.5%	13
Coroner	23 60.5%	4 10.5%	3 7.9%	2 5.3%	6 15.8%	0 0.0%	28 73.7%	10 26.3%	38
Electricity	64 66.0%	3 3.1%	7 7.2%	14 14.4%	9 9.3%	0 0.0%	90 92.8%	7 7.2%	97
Recorder	4 18.2%	0 0.0%	2 9.1%	8 36.4%	8 36.4%	0 0.0%	7 31.8%	15 68.2%	22
Public Administrator	13 46.4%	1 3.6%	2 7.1%	7 25.0%	5 17.9%	0 0.0%	12 42.9%	16 57.1%	28
Registrar of Voters	58 40.0%	12 8.3%	12 8.3%	25 17.2%	37 25.5%	1 0.7%	93 64.1%	52 35.9%	145
Public Health/ Central Office	485 47.9%	135 13.3%	118 11.7%	196 19.4%	74 7.3%	4 0.4%	367 36.3%	645 63.7%	1012
Public Health/ Laguna Honda Hospital	301 21.0%	410 28.6%	108 7.5%	113 7.9%	497 34.7%	4 0.3%	480 33.5%	953 66.5%	1433
Public Health/ S.F. General Hospital	1748 49.1%	598 16.8%	296 8.3%	341 9.6%	573 16.1%	7 0.2%	1302 36.5%	2261 63.5%	3563
Public Health CMHS	232 48.1%	58 12.0%	61 12.7%	92 19.1%	38 7.9%	1 0.2%	177 36.7%	305 63.3%	482
Public Works	747 43.8%	303 17.8%	217 12.7%	324 19.0%	103 6.0%	10 0.6%	1429 83.9%	275 16.1%	1704
Purchasing	122 46.4%	38 14.4%	24 9.1%	41 15.6%	38 14.4%	0 0.0%	223 84.8%	40 15.2%	263
Public Works/ Clean Water	33 40.2%	4 4.9%	5 6.1%	23 28.0%	17 20.7%	0 0.0%	70 85.4%	12 14.6%	82
Convention Facilities	2 66.7%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	3 100.0%	0 0.0%	3

COMPOSITION BY SALARY RANGES, RACE & GENDER, 6/30/87

Permanent, Full Time Employees only

(Horizontal percentages)

Salary Range	White	Black	Hispanic	Asian & Filipino	Am Ind	Male	Female	Total
\$16,000 - \$19,000	88 14.5%	164 27.1%	109 18.0%	244 40.3%	0 0.0%	264 43.6%	341 56.4%	605 100.0%
\$20,000 - \$24,999	1108 20.1%	1666 30.2%	694 12.6%	2033 36.9%	13 0.2%	2189 39.7%	3325 60.3%	5514 100.0%
\$25,000 - \$32,999	2023 33.3%	2047 33.7%	617 10.2%	1333 22.0%	47 0.8%	4265 70.3%	1802 29.7%	6067 100.0%
\$33,000 - \$42,999	4501 61.8%	786 10.8%	567 7.8%	1392 19.1%	33 0.5%	5482 75.3%	1797 24.7%	7279 100.0%
\$43,000 & over	2054 72.7%	177 6.3%	135 4.8%	448 15.9%	10 0.4%	2321 82.2%	503 17.8%	2824 100.0%

DISTRIBUTION BY RACE & GENDER, AND SALARY RANGES, 6/30/87

Permanent, Full Time Employees Only

(Vertical Percentages)

Salary Range	White	Black	Hispanic	Asian & Filipino	Am Ind	Male	Female	Total
\$16,000 - \$19,000	0.9%	3.4%	5.1%	4.5%	0.0%	1.8%	4.4%	2.7%
\$20,000 - \$24,999	11.3%	34.4%	32.7%	37.3%	12.6%	15.1%	42.8%	24.7%
\$25,000 - \$32,999	20.7%	42.3%	29.1%	24.5%	45.6%	29.4%	23.2%	27.2%
\$33,000 - \$42,999	46.0%	16.2%	26.7%	25.5%	32.0%	37.7%	23.1%	32.6%
\$43,000 & over	21.0%	3.7%	6.4%	8.2%	9.7%	16.0%	6.5%	12.7%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	9779	4841	2123	5451	103	14526	7771	22297

DISCUSSION OF CONTINUED PROBLEMS AND RECOMMENDATIONS

Included in this section is a discussion of problems that have been encountered with respect to affirmative action objectives as a result of reviewing Civil Service employment programs. Barriers that restrict full access to employment opportunities and proposed activities to remedy them are presented here.

- The most serious and immediate concern in affirmative action programming is the enormous budget deficit which the City currently faces. A significant number of civil service employees will be laid off and few new appointments are anticipated. The issues in affirmative action and layoffs are: the use of seniority systems where minorities and women were more recently hired and the loss of affirmative action gains made in recent years.

The Civil Service Commission's EEO Unit and departmental affirmative action officers have been working with department heads to ensure that alternatives are explored in order to minimize negative impact to affirmative action successes. Minorities and Women who are displaced from supervisory or management positions will find it more difficult to regain their status in the future because the number of opportunities is expected to diminish.

- Minorities and women continue to be underrepresented as officials and administrators. This situation may be due, in part, to the fact that these groups are newer members of the City and County's workforce and have not acquire the seniority of non-minority managers.

The Civil Service Commission will study recruitment and hiring practices in this occupational group to determine if barriers to promotions exist.

- Problems continue to be identified at worksites where women or minority are employed, especially where they are new to the workforces, or where they are increasing in numbers. Women in non-traditional craft and blue collar positions continue to perceive discrimination and sexual harassment on the job. The number of complaints filed by these women is disproportionately higher than by other groups of employees.

Department managers are responsible for identifying these in-service problems and working with the Civil Service Commission's EEO Unit to develop sensitization training programs. The Women's Employment Coordinator has assisted the Department of Public Works, at its Sewage Treatment Plant, to coordinate a women's group which meets periodically to discuss issues among themselves and with their supervisors. It has resulted in a supportive network for the female employees there.

The Women's Employment Coordinator will conduct worksite monitoring of all departments where women are employed in non-traditional jobs. She will work with department supervisors and managers to correct problems that are identified.

- The number of Hispanic, Asian, and Filipino employees in the City and County's workforce has increased significantly in the last ten years. In departments where a large number of employees speak English as a second language, tensions have arisen related to speaking English and other languages on the job. Some supervisors want to require that only English be spoken on the job. In other instances, supervisors, co-workers, and the public complain that they cannot understand employees who speak English with a foreign language accent.

The Civil Service Commission's EEO Unit will develop a training program on the subject of supervising a multicultural workforce in the next year. And, the EEO Unit will continue to provide departments with eeo guidelines on language and national origin discrimination.

- Mirroring the changes as well as problems of the community, departments have been faced with an increasing number of employees who have AIDS or AIDS Related Complex. Supervisors have been directed to provide these employees with reasonable accommodations so that they can continue to work. At the same time, supervisors and co-workers need to be provided with current information on the life-threatening disease, the opportunity to discuss fears and realities, and methods to convey sensitivity to victims of the disease.

The Civil Service Commission's staff will continue to work with the Department of Public Health to provide personnel officers and managers with guidance on working with employees who have AIDS. The Civil Service Commission's EEO Unit will also develop a training program about AIDS in the workplace.

- Black employment in the City and County workforce has continued at over 20% for the past ten years although labor market availability of Blacks in San Francisco is reported at less than 10%. This apparent "overutilization" belies the fact that Blacks are still below workforce parity in professional positions and highly concentrated in service maintenance and clerical occupations. Upward mobility and training programs that target Black employees are needed.

- Hispanics made progress in every occupational group, and recently have reached parity in skilled craft occupations. They are, however, significantly underrepresented in administrator, technical, and protective service occupations. Continued efforts will be made to recruit and assist members of this group for city employment. Upward mobility and training programs are also needed for Hispanic employees.

- Although Asian employment also increased, underrepresentation continues in some occupational groups. More aggressive recruitment efforts are needed to identify Asians for protective service, skilled craft, and service maintenance work. Additionally, department heads should be encouraged to appoint Asians for management level openings.

- Filipino employment has doubled in the past ten years. However, their representation in administrative positions is only 1.1%. Special efforts must be made to identify Filipinos in the present workforce for management positions. Additional recruitment is also needed to attract Filipinos for protective service employment.

- Uncertain recruitment schedules continue to result in limited and unsuccessful efforts in important examinations. Although schedules are generated and periodically updated, they are often inaccurate. Delays occur due to assignment changes, department requests, reclassification needs, etc.

Examinations that are announced for application for an indeterminate period of time are especially difficult to recruit for. Recruitment agencies and minority publications require advance notification to identify applicants, and to prepare meetings, news releases, etc.

- Application procedures are still complicated and inconsistent, often serving to discourage minority and female applicants. For example, some applications must be filed in person only, some by mail only, some at the Civil Service Examination Unit, some at the Department of Public Health only; some require supplemental forms, employment verification, or performance evaluations; some allow waivers, some do not. The filing procedures are usually determined by the analysts in charge of the particular examinations. A standard format should be used, with exceptions allowed only if justified.

- Another problem in getting more minorities and women into City employment from eligible lists is the long delay between the time an announcement is issued and the time an eligible list is adopted. Some examinations have taken as long as eighteen months to be completed. In the duration, many minority and female candidates are lost to other employers. The City's Charter and Civil Service Commission Rules allow applicants to protest and appeal at every stage of an examination. The Examination Division is exploring proposals which will allow the exams to proceed even though protests are pending.

- Increasingly, applicants for examinations have been allowed to substitute work experience for educational requirements. However, the use of narrow preferred qualifications which screen down the large number of candidates for a particular examination continues to bar minorities and women from applying.

- The certification process continues to be complicated. Eligibles unfamiliar with procedures and deadlines may fail to respond to notices in a timely manner or to follow instructions exactly, and as a result are put on inactive status, no longer open to calls when vacancies occur. The certification process has been streamlined with the Civil Service Commission's computerized tracking system. In most cases, certifications are sent within thirty days of the adoption of an eligible list. Also, notification forms have been revised to be more easily understood. However, problems still exist and in some instances (e.g. 1424 Clerk Typist) there was a delay of two years between the examination and individuals receiving notices of certification. This is the exception and not the norm, however, this example serves to illustrate the problem of timeliness inherent in the certification process.

- The investigation of employment discrimination complaints is a lengthy process causing frustration in both complainants and departments. The delay in completing investigations is due, in part, to increasing number of complaints, departmental delays, preparation of detailed reports, and procedures for appeals. Supervisors in the EEO Unit will analyze procedures and attempt to reduce the time from filing of a discrimination complaint to its closure.

- Departmental affirmative action officers often do not have sufficient resources to fulfill affirmative action responsibilities. Most AA officers have different job titles and duties and only work on affirmative action matters when they have extra time. Some do not have the authority. Others do not have adequate EEO and affirmative action knowledge or training. The Civil Service Commission's EEO Unit will work more closely with designated affirmative action officers in City departments and will provide periodic updates of developments in equal employment opportunity and affirmative action laws and guidelines.

AFFIRMATIVE ACTION GOALS

The long-range goals of this Affirmative Action Program is to employ a Civil Service workforce which is reflective of San Francisco's available labor market in every occupational category. Based on data from the 1980 U.S. Census, the long-range affirmative action goals of the Civil Service Commission are: 9.9% Black, 11.2% Hispanic, 15.3% Asian, 5.4% Filipino, 0.4% American Indian, and 45.2% Women. (These goals will be updated when the U.S. Census releases its 1990 findings.)

The immediate affirmative action goals will be directed at those areas with the most significant underutilization of minorities and women. Specifically, goals are enumerated in the appendix of this Plan. These goals are guides to achieving labor market representation in the workforce. They are not quotas or hiring restrictions. Instead, goals are target figures for hiring, promotions, or other relevant employment purposes. They are good faith quantitative objectives to be met within an identified timetable.

The ability to attain the stated goals will be dependent upon many factors. Most notably, the City and County's fiscal crisis is expected to result in budget reductions, lay-offs, and hiring freeze. Also, the volume of Civil Service examinations may be significantly reduced, making available fewer opportunities to recruit minorities and women for employment.

Absent the major restrictions described above, the timetable for the immediate goals is two years.

PRIORITY PROGRAMS

Based upon analysis of current workforce composition and review of problem areas, the staff of the Civil Service Commission has identified these priorities in affirmative action programs:

- Recruitment of minorities and women for the H-2 Firefighter examination, training them to prepare for testing, and retention.
- Increase representation of minorities and women in management positions.
- Increase representation of minorities and women in categories where current composition is less than 80% of labor market availability.
- Increase representation and retention of women in non-traditional employment.
- Development and delivery of eeo and affirmative action training programs for supervisors, managers, and personnel professionals.

AFFIRMATIVE ACTION PROGRAMS

The Civil Service Commission will coordinate the implementation of affirmative action programs described below. The purpose of these activities is to achieve the affirmative action goals of the City and County, to overcome identified problems, and to maintain a work environment that is free of discrimination for all employees.

Outreach and Targeted Recruitment

1. The Civil Service Commission, through its EEO Unit, will continue to assume primary responsibility for coordinating the recruitment of minorities and women for employment in classifications where they are currently underutilized. Targeted recruitment for examinations administered by the Department of Public Health, Public Utilities, Social Services, and Airport will be conducted by the respective departments.
2. Recruitment plans will be prepared for all classifications in which there is minority or female underutilization. Each recruitment plan will include a review of current composition for the classification, an evaluation of available qualified minorities and women, identification of recruitment resources, goals, assignments, and a timetable for completion of activities.
3. Civil Service Commission staff will continue to conduct outreach activities to women and minority communities in San Francisco as well as in other Bay Area neighborhoods. These activities include personal visits to targeted employment referral and social service organizations to provide information on Civil Service procedures, employment opportunities, and specific examination openings.
4. EEO Unit staff will participate in "career days" and job fairs sponsored by local colleges, universities, or community organizations.

5. When requested, EEO Unit staff will conduct workshops on "How to Get a City Job", "Test Taking Techniques", and other related subjects at community college classes and at community organizations.
6. The Civil Service Commission's EEO Unit will maintain and update a Recruitment Mailing List of organizations, schools, and media contacts that provide employment information services to minorities, women, and disabled individuals.
7. The staff of the EEO Unit will continue to network with minority and women's organizations in order to maximize recruitment resources. Groups such as the Asian Pacific Personnel Association (APPA), the Personnel Management Association of Atzlan (PMAA), and the Peninsula Association of Black Personnel Administrators (PABPA) have been excellent resources for identifying minority professionals and managers.
8. EEO Unit staff will continue to maintain contact with affirmative action officers in other Bay Area government agencies, institutions, and other large employers. The San Francisco Civil Service Commission has become an official member organization of the California Association of Affirmative Action Officers.
9. Local minority and women's media, both print and electronic, will be utilized for targeted recruitment. Media activities include public service announcements, interviews with minority and female role model employees, advertisements, press releases, etc.
10. EEO Unit and Examination Division staff will encourage departments to take an active role in recruiting applicants for vacancies and exams. The EEO Unit will provide technical assistance and resource materials to departments that conduct their own special recruitment programs (e.g. Firefighter, Police Officer, etc.).
11. EEO Unit recruiters will utilize bilingual leaflets and materials when language minority groups are targeted for recruitment.
12. Special measures will continue to be made to minority and women job applicants to retain them throughout the examination process. Activities have included written tips to applicants, referrals to tutorial programs, and phone calls or notes to applicants to notify them of examination developments or delays.
13. EEO Unit staff will continue to coordinate pre-examination workshops to prepare minorities and women to take tests for jobs where they are underutilized. Incumbent employees will be invited to describe their experience on the job and to answer questions about working conditions.
14. EEO Unit staff will provide targeted employment counseling for referrals from recruitment agencies.

Examinations

1. The Civil Service Commission's Examination Division and its Decentralized Testing Units at Public Health, Public Utilities, Social Services, Airport and Police will conduct job analyses for all examinations. Minimum requirements and examination formats will be job related, based upon results of job analyses.

2. The Civil Service Commission's EEO Unit will review drafts of examination announcements and examination plans to ensure that qualifications and tests do not have hidden biases against minorities or women. Any non-traditional evaluations of minimum qualifications will be reviewed by the EEO Unit to ensure that such procedures do not undermine affirmative action goals.
3. Examination analysts will review applicant flow data at each stage of each examination for possible adverse impact. Corrective actions will be taken if appropriate.
4. Members of oral interview panels will be appraised of the Civil Service Commission's Rule on affirmative action as part of the orientation to oral examinations.
5. Examination Division staff will continue to include women and minorities on oral interview panels. The EEO Unit will assist to identify women and minority job expert interviewers when necessary.
6. Examination Division staff will continue to make reasonable accommodations for disabled applicants to participate in the examination process. EEO Unit staff will provide technical assistance on appropriate accommodations.
7. When testing for classifications in which oral communication skills are not critical, greater emphasis will be placed on performance testing rather than interviews.
8. Civil Service examinations will continue to include test items on affirmative action knowledge for supervisory and management level classifications.
9. The Examination Unit will determine an examination schedule projecting classifications subject to testing on a long-term basis. This will allow for the EEO Unit to plan for high volume or complex recruitment efforts, for community organizations to actively participate in recruitment, and for some coordination with school and college schedules.
10. Examination announcements will allow for the substitution of educational and apprenticeship requirements by relevant work experience.
11. Examinations in progress will be closely monitored to identify reasons for delays in completion.

Selection

1. Department managers and appointing officers will be encouraged to utilize the Rule of Three to implement affirmative action when making appointments from Civil Service eligible lists.
2. In the absence of eligible lists, departments will also be strongly encouraged to make affirmative action appointments by recruiting applicants from underutilized groups. The EEO Unit will assist in recruitment and referrals.

3. The Civil Service Commission's EEO Unit will continue to monitor all non-civil service appointments by reviewing departmental selection and affirmative action efforts. Oral authorizations for non-civil service appointments will be issued only if recruitment and selection are determined to be satisfactory.
4. Promotive non-civil service appointments will be made on the combined criteria of merit, seniority and affirmative action rather than by seniority alone. This will be reviewed by the EEO Unit prior to issuing oral authorizations.

EEO and Affirmative Action Training

1. The Affirmative Action Coordinator of the Civil Service Commission's EEO Unit will continue to improve and expand eeo and affirmative action training programs. The programs for supervisors and managers are designed to enhance their skills in maintaining discrimination-free work environments, general eeo/aa knowledge, and implementing affirmative action programs in their departments.
2. The training programs will cover subjects including current developments, protected groups and classes, specific issues of discrimination, supervisorial responsibilities, human relations in the workplace, complaint resolution, and cultural awareness. Existing programs include: Preventing Sexual Harassment in the Workplace; How to Respond to Complaints of Employment Discrimination; Reasonable Accommodations for Disabled Employees. New programs to be developed are: Supervising a Multicultural Workforce, Update of EEO and AA Developments, AIDS in the Workplace, Issues of Women in Non-Traditional Employment.
3. The Affirmative Action Coordinator will solicit the active support of the Mayor, the Chief Administrative Officer, and department heads for the training programs in order to ensure the participation of all supervisors and managers.

Departmental Affirmative Action Plans

1. Each department, commission, and board of the City and County of San Francisco will continue to implement and periodically update its departmental affirmative action plan or policy, consistent with this city-wide plan.
2. Each department will update the utilization analysis as well as goals and timetables of its affirmative action plan based upon current availability data provided by the Civil Service Commission's EEO Unit.
3. The head of each department, commission, or board will appoint an affirmative action officer who will be responsible for disseminating information on the department's plan, oversee its implementation, and evaluate its progress.
4. The affirmative action officer will periodically disseminate the department's equal employment opportunity policy statement, and policies prohibiting racial slurs and sexual harassment, and ensure that new employees are informed of them. The affirmative action plan of the department will be available at a central location for employee review.

5. The affirmative action officer will collect, maintain, and report eeo information, and data on all employees of the department, as required.
6. Managers and supervisors will be responsible for implementing the department's plan and for maintaining discrimination-free work environments. They will be evaluated on performance in this area.
7. Appointing officers in each department will consider affirmative action goals in making appointments, both from eligible lists, and non-civil service appointments. Temporary promotive appointments will be made on a combination of merit, seniority, and affirmative action, rather than on seniority alone.
8. Affirmative action officers of each department will report on affirmative action progress to the Mayor, the Board of Supervisors, the Civil Service Commission, and the Human Rights Commission.

Resolution of Employment Discrimination Complaints

1. The Civil Service Commission's EEO Unit will continue to administer the City's internal discrimination complaint resolution process according to CSC Rule 1.03.
2. In implementing the Commission's Rule, EEO Unit staff will provide counseling to employees and applicants concerning the discrimination complaint processing procedure, take complaints, attempt mediation, investigate charges, and prepare reports and staff findings for the Discrimination Complaint Hearing Panel and Civil Service Commission.
3. The EEO Unit will resolve complaints filed under Rule 1.03 within the timeframes established in the Rule. Emphasis will be made to resolve complaints by mediation, conciliation, or "no fault" settlements.
4. The Civil Service Commission's Discrimination Complaint Hearing Panel composed of representatives of the Mayor, the General Manager of Personnel, and the Human Rights Commission, will continue to hear complaints at the first administrative level, make determinations, and prepare reports of findings. The Hearing Panel will also rule on staff recommendations to dismiss or defer complaints.
5. The staff of the EEO Unit will prepare periodic reports summarizing complaints of employment discrimination by bases and issues. Identified patterns of problems will be reported to the General Manager, Personnel.
6. The EEO Unit will continue to maintain a central file of discrimination complaints filed against city departments with the State Department of Fair Employment and Housing (DFEH) or with the U.S. Equal Employment Opportunity Commission (EEOC). EEO Unit staff will provide technical assistance to departments regarding state and federal eeo requirements and will assist department personnel at fact finding conferences, on-site monitoring reviews, and negotiations of settlement agreements.
7. The Civil Service Commission will review established procedures, survey other compliance agencies, and make recommendations to streamline the investigation process.

Employee Training Programs

1. The Civil Service Commission will continue to implement the Employee Training Reimbursement Program. The program provides for reimbursement of tuition, books, and materials to an employee who completes coursework to improve skills either for the employee's current or promotive position.
2. The Civil Service Commission will continue to work with departments and joint apprenticeship committees to develop additional apprenticeship positions in city employment.
3. The Civil Service Commission's Classification Unit will continue to review classifications to develop more trainee level classes like Programmer Analyst Trainee, Computer Operator Trainee, and Real Property Appraiser Trainee.
4. Departments will be encouraged to refer employees participating in Civil Service examinations to take Community College classes to improve skills in taking written and oral tests.
5. Departments with specific training needs will be encouraged to work with the San Francisco Community College District's Civil Service College to develop classes to address their needs. Civil Service College courses have included Basics of Supervision, Report Writing, Communication Skills, Managing Stress, etc.
6. Information on student intern programs will be coordinated so that targeted minority and female students can be encouraged to participate.

Bilingual Programs

1. The Civil Service Commission will continue to encourage departments to utilize bilingual personnel in public contact positions in order to provide equitable services to San Francisco's large non-English speaking population.
2. The Civil Service Commission's EEO Unit will continue to coordinate the testing of employees who receive interpreter translator pay for second language proficiency. Currently, the City and County of San Francisco employs bilingual personnel in Spanish, Chinese, Vietnamese, Tagalog, Cambodian, Russian, American Sign, Japanese, Korean, Italian, Lao, etc.
3. The EEO Unit will continue to review requests for requisitions to carry bilingual conditions.
4. In reviewing civil service examination announcements for public contact classifications, the EEO Unit will continue to recommend language on the announcements specifying that some positions may require bilingual capabilities.

Programs to Employ the Disabled

1. The Civil Service Commission's Equal Employment Opportunity Unit will continue to coordinate implementation of the Rule 34 Program, which provides for the exempt employment of severely disabled individuals. The EEO Unit's role will include orientation sessions for departmental representatives on the program, writing and issuing announcements for designated positions, recruiting from agencies that serve the disabled, reviewing announcements, processing appointments, monitoring employments, etc. The EEO Unit staff will also coordinate the transition of employees in this program from exempt status to permanent civil service status after one year of satisfactory service.
2. The EEO Unit will continue to review existing employment procedures as they affect physically disabled applicants and employees.
3. The EEO Unit will direct departmental affirmative action officers to identify employment facilities in need of modification to accommodate disabled persons.
4. The Civil Service Commission's EEO Unit will provide training to managers, supervisors, and employees on accommodations for, and sensitivity to, disabled employees.
5. An eligible employee who becomes disabled will be assisted to identify other permanent employment through the Disability Transfer Program.
6. Examination units will make reasonable accommodations for disabled applicants to take civil service tests. The EEO Unit will provide technical assistance and resources on accommodations.
7. Applicant survey cards collected along with application forms now request voluntary disclosure of disabilities by applicants.

Women in Non-Traditional Employment

1. The Civil Service Commission's EEO Unit will continue to conduct outreach activities to increase the representation of women in non-traditional jobs (jobs where the percentage of one sex is less than 25%).
2. The EEO Unit, through its Women's Employment Coordinator, will continue to monitor certifications and appointments in targeted non-traditional classes, encouraging departments to hire women if they are available, and requiring justification if women are available but not selected.
3. The EEO Unit will continue to conduct activities which will increase the awareness of departmental personnel of program objectives to increase representation of women in non-traditional jobs.
4. The EEO Unit will continue to provide support, assistance and information to women who are employed in non-traditional jobs. The Women's Employment Coordinator will provide counseling to female employees who encounter problems or discrimination on the job, who are seeking promotional opportunities, or who need resources to improve on-the-job skills. EEO Unit staff will also continue to prepare and distribute quarterly newsletters directed to women in non-traditional positions.

5. Departments will be reminded to contact the Civil Service Commission's EEO Unit for referrals of female applicants for non-traditional employment when they have vacancies for which there is no eligible list. Provisional appointments will be monitored by the EEO Unit for affirmative action compliance.

A comprehensive review of the Women's Employment Program including identification of targeted classes, discussion of problems, and updated goals is included in the Appendix.

Information Management

1. The Civil Service Commission's EEO Unit will continue to coordinate the maintenance of eeo information on the City and County workforce. The Commission will collect employee and applicant eeo data including race, ethnicity, and gender. The EEO Unit will assist departmental personnel in issues such as definitions of race or ethnicity, requests for changes in identification, and challenges to individual identifications.
3. The EEO Unit will continue to coordinate the preparation of various workforce composition reports including the federally required EEO-4 Report filed annually with the U.S. Equal Employment Opportunity Commission. Other reports include workforce by class, by department, by occupational groupings; appointments and separations by race, ethnicity, and gender. The automation of information has allowed for the preparation of weekly, monthly, as well as annual reports.
4. The EEO Unit will generate other workforce composition reports in response to requests by the Mayor's Office, other departments, the Civil Service Commission, or state and federal regulatory agencies.
5. Affirmative action staff of the EEO Unit will conduct surveys of the City's workforce in order to identify unmet needs or to verify existing information. For example, a survey was conducted to determine the number of employees who are disabled, and the nature of their disabilities. In the past, surveys were conducted to verify race and ethnicity identifications, the affirmative action impact of the Rule of Three, and seniority reports by race and gender.
6. The EEO Unit will assist each department to evaluate its affirmative action progress and to update affirmative action goals based upon data on current labor force availability, city-wide composition, workforce projections.
7. The EEO Unit will review appointment and separation statistics to identify problems, if any.

AFFIRMATIVE ACTION PROGRAM EVALUATION

The Affirmative Action Coordinator will be responsible for monitoring and evaluating the implementation of the City and County's Affirmative Action Program. These reviews will be conducted at the various program levels described in this plan. Audits will include reviews of:

1. Applicant Flow Data will be reviewed for every civil service examination, initially by the personnel analyst in charge of the exam, then by the analyst's supervisor. If problems are identified, the Director of Examinations will review the data and make recommendations. The EEO Unit will be consulted if problems cannot be resolved within the Examination Division.
2. Monthly reports on appointments and separations which are prepared by occupation, status, race/ethnicity, and gender will be reviewed for patterns that may indicate problems of disparate impact.
3. Periodic reports on discrimination complaints by department and basis will also be reviewed. Patterns of complaints that are identified in a department will be called to the attention of the particular department head.
4. Departmental affirmative action plans, including annual utilization analysis and goals will be periodically reviewed and updated.
5. Citywide workforce composition reports, by classification, by department, by occupational groups, by race and gender will be studied annually.
6. Affirmative action goals and performance will be reviewed.

The Affirmative Action Coordinator will also be responsible for reporting affirmative action progress to the Civil Service Commission, the Mayor, the Board of Supervisors, and the Human Rights Commission. As requested, they will also submit plans and documentation to external regulatory agencies including the U.S. Equal Employment Opportunity Commission, the California State Department of Fair Employment and Housing, etc.

DISSEMINATION OF AFFIRMATIVE ACTION PLAN

The Affirmative Action Plan will be distributed to all department heads and departmental affirmative action officers, who will inform employees of its availability for review. All unit managers of the Civil Service Commission will also review copies of the Plan.

For public review, a copy of the Affirmative Action Plan will be available at the Civil Service Commission's EEO Unit located in Room 151 City Hall.

CITY AND COUNTY OF SAN FRANCISCO
WOMEN IN NON-TRADITIONAL EMPLOYMENT
Affirmative Action Plan Update

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BACKGROUND

On March 10, 1986, the Civil Service Commission adopted an addendum to its Affirmative Action Plan directed at increasing the representation of women in non-traditional employment within the City and County of San Francisco. (The U.S. Department of Labor defines "non-traditional employment" to be those jobs in which the representation by one sex is less than twenty-five percent.)

In order to implement the goals of the Affirmative Action Plan, the Civil Service Commission's Equal Employment Opportunity (EEO) Unit established the San Francisco Women's Employment Program.

The goals of the Program are:

- to increase representation of female employees in City jobs that are non-traditional to them;
- to increase awareness of the City's affirmative action goals and policies among Departmental managers;
- to provide encouragement and assistance to Departments in meeting their affirmative action goals and responsibilities in this area;
- to develop and implement apprenticeship and training programs to increase the number of women available for non-traditional jobs.

This report includes a review of activities, accomplishments, and problems of the Women's Employment Program. It also includes affirmative action goals for the upcoming year and recommendations for increasing the representation of women in non-traditional employment.

ACCOMPLISHMENTS

Since the establishment of the Women's Employment Program, the following accomplishments have been noted:

1. A Women's Employment Coordinator has been appointed. The Civil Service Commission has made a commitment to the Program by designating one full-time position at the level of Affirmative Action Specialist to implement the Women's Employment Program.
2. Mayor Dianne Feinstein appointed a Tradeswomen Advisory Committee, composed of representatives from the Mayor's Office, the Board of Supervisors, departments, unions, employees, and community organizations. The Committee advises Civil Service Commission and departmental staff on implementation of the Program.
3. Each department that has skilled craft and other blue collar jobs has established an MBO (Management By Objectives) to increase the representation of women in these jobs.
4. A Newsletter is prepared and distributed quarterly to women who are currently employed in skilled craft, other blue collar, and protective service jobs.
5. Over 1000 managers and supervisors in various departments have received training on the prevention of sexual harassment in the workplace.
6. Procedures have been established for the EEO Unit to monitor certifications, appointments, and separations when women in targeted non-traditional classes are involved.
7. EEO Unit staff provides counselling and information to female employees and jobseekers in non-traditional jobs.
8. Negotiations are underway for the establishment of new apprenticeship programs in the Sheet Metal Worker and Painter classifications.
9. Mayor Dianne Feinstein declared a week in 1987 to be San Francisco Tradeswomen Week in honor to women who work in non-traditional jobs.

PROBLEMS

Although the issue of women in non-traditional employment has been broadly disseminated, and although there is demonstrated increased awareness about the program by department managers, there are still problems which inhibit the increase of women in non-traditional jobs. .

1. The Civil Service Commission system continues to be viewed as complex and prohibitive by both employees and applicants. There continues to be a relatively high rate of applicants eliminated from the examination process due to failure to respond to various notifications. There is also a relatively large percentage of eligibles on Civil Service lists who are considered "inactive" because they had not precisely followed complicated response requirements.
2. Women in non-traditional jobs continue to perceive discrimination in the workplace. The number of employment discrimination complaints filed by these employees has been proportionately higher than in other groups of employees.
3. There has been no increase in the number of women employed in skilled craft jobs since the adoption of the affirmative action plan addendum. Small gains were made, however, in apprenticeship and other blue collar jobs, although affirmative action goals were not achieved in 1987.
4. There have been small increases in the number of apprenticeship opportunities but no new trainee or apprenticeship classifications.
5. Some supervisors continue to resist hiring women for non-traditional positions although they have been tested and are from Civil Service eligible lists.
6. The inter-office distribution process of the Newsletter to targeted employees is unreliable. Many employees receive the Newsletter weeks later or not at all.

RECOMMENDATIONS

Development and Implementation of an Aggressive Outreach Program

- Recommend that resources be extended towards the printing of an informational brochure which would present goals of the Women's Program, partial listing of non-traditional job classifications covered by the Program, and support services available within the City.

Monitoring of Examinations, Certifications, and Appointment Activities

- Recommend implementation of a survey by the EEO Unit of women on Civil Service eligible lists for targeted classes who have been placed on inactive status, to determine the origin of this standing.
- Recommend that Departments establish uniform appointment procedures to fill temporary, non-Civil Service positions, which will take into consideration applicable affirmative action goals for that Department.
- Recommend that the Civil Service Commission explore options that will result in greater scrutiny when Women are certified from eligible lists to openings in targeted classifications. These options may include amendment to the Rule of Three, selective certification, review of selection criteria by the Commission, etc.

Retention of Women in Non-Traditional Jobs

- Recommend that Departments with training resources be strongly encouraged to train their personnel in eeo issues.
 - Departments with sizeable populations of women employed in non-traditional jobs shall designate a personnel staff person as liaison to these employees. The Departmental liaison would also work in conjunction with the EEO Unit to resolve and prevent complaint situations, and to implement inter-Departmental retention and support systems.
 - Recommend that supervisory employees be evaluated as to their compliance with a Department's affirmative action plan, during annual performance evaluations and in situations where they are being considered for promotive positions.
 - Recommend that Department's establish consistent orientation procedures for new employees which shall include distribution of relevant written eeo/aa material and policies.
5. Civil Service EEO Unit staff shall conduct periodic "walk-throughs" of various Departmental facilities.
 6. Recommend that public Board of Supervisor Hearings be held annually to assess the status of non-traditional women in the workforce.

STAFF ACTIVITIES

The affirmative action plan included the following areas of staff activity.

1. DEVELOP AND IMPLEMENT AN AGGRESSIVE OUTREACH PROGRAM

The success of the Civil Service EEO Unit in implementing the goals of the affirmative action plan are dependent, in large part, upon the awareness and support of City agencies and officials, educational and community agencies. Outreach efforts serve not only to publicize the availability of the Program to potential female applicants, to gain credibility and visibility among referral resources and representatives of other local and state agencies, but also to sensitize City managers and supervisors to the issues and concerns of non-traditional female employees.

Continued Activities:

The EEO Unit has been successful in implementing many recommendations of the affirmative action plan. The EEO Unit has conducted and will continue to conduct the following activities:

- develop, maintain and utilize available media that target women such as Trade Trax, Plexus, and Bay Area Women's News to inform them of employment opportunities and support services of the Program;
- consult with representatives of similar programs in the private and public sector including Women in Apprenticeships, US Department of Labor Women's Bureau, Chinese for Affirmative Action;
- maintain participation in community training institutions and non-profit organizations through EEO Unit staff membership on Advisory Committees and Boards of Directors such as San Francisco Tradeswomen and John O'Connell's Industrial Maintenance Program;
- participate in college and university job fairs;
- conduct presentations and orientation to women regarding employment opportunities and the Civil Service process;
- post and distribute information regarding employment opportunities at women's fairs, conferences, and facilities.

New Activities:

- Mayor Dianne Feinstein appointed a 15-member Mayor's Tradeswomen Advisory Committee, which meets on a quarterly basis and whose membership includes representatives from the Board of Supervisors, Mayor's Office, City Departments, tradeswomen community organizations and City tradeswomen employees.

The EEO Unit has invited guest speakers to make presentations to the Committee on apprenticeship programs, capital improvement programs, the state GAIN program, and staff activities related to the Women's Employment Program and obtains recommendations and suggestions for action.

Recommended Action:

- The Program's outreach efforts would be aided considerably with the printing of an informational brochure which would present goals of the Program, partial listing of non-traditional job classifications covered by the Program, and support services available within the City.

2. CONDUCT TARGETED RECRUITMENT ACTIVITIES FOR EXAMINATIONS IN SKILLED CRAFT AND BLUE COLLAR CLASSIFICATIONS WHEN WOMEN OR MINORITIES ARE UNDERREPRESENTED

Continued Activities:

- make long-range examination projections so that recruitment can be planned effectively; this activity has been of limited success because projected schedules are frequently changed;
- prepare and implement recruitment plans for examinations in classifications that are underrepresented in women;
- maintain a Skills Bank of women and minorities who have training and experience in blue collar employment; the Skills Bank is open to both women who are interested in obtaining City employment and current female employees who are interested in other blue collar jobs;
- provide counseling and information to individuals who apply for examinations through the EEO Unit regarding the Civil Service exam process;
- track the progress of female and minority applicants through each stage of the examination by review of Applicant Flow Data reports;

New Activities:

- Conduct orientation sessions for sizeable groups of applicants to provide them with test taking tips, tutorial resources, and insights about the jobs that they are applying for, with female employees who are working in that class. These sessions also prove encouraging to current employees, as they are often eager to gain female co-workers in order to lessen the isolation that they often feel on the job.
- The establishment of the EEO Handout to Applicants, which is now available to recruiters as they counsel and assist individuals applying for City employment through the EEO Unit. The Handout summarizes the application, examination, and appointment processes and provides information on available tutoring resources.

3. MONITOR EXAMINATION, CERTIFICATION, AND APPOINTMENT ACTIVITIES

A. Examinations

Continued Activities:

- Review job announcements and examination plans for job-relatedness of minimum requirements and examination format and make recommendations for changes.
- Include women on oral examination boards.
- Allow candidates who are narrowly short of the required experience or training for an examination to apply and compete in the exam process and be placed on the list under waiver of appointment until the experience or training requirement is fully met.

New Activity:

- The EEO Unit has worked more closely with community agencies, such as Women in Apprenticeship Programs, by referring female applicants to them for tutoring and exam preparation sessions.

B. Certifications and Appointments

Continued Activities:

- EEO Unit staff continues to refer women and minorities to temporary vacancies. However, due to the City and County's fiscal constraints, fewer opportunities are available.

New Activities:

- Certifications to permanent positions involving non-traditional classes targeted by the Women's Employment Program are monitored by the EEO Unit. As Civil Service receives notice that certifications involving female eligibles in target classes are issued, the EEO Unit contacts the Department involved to inform them that a targeted class is involved, that women are underrepresented in that class and that a female eligible's appointment would serve to meet their affirmative action goals.
- In the event where a female eligible is certified, but not appointed to a targeted class, the Department is required to submit to the EEO Unit justification for non-appointment.

Recommended Actions:

- The EEO Unit shall commence to survey those targeted female eligibles who have been placed on inactive status, to determine the origin of this standing. On at least one recent occasion, a targeted female eligible had misread the procedures for the return of the certification forms. The forms were returned late and she was placed on inactive status.

- Departments should establish consistent procedures for making appointments to temporary, non-Civil Service positions, which will take into consideration applicable affirmative action goals.

4. TAKE STEPS TO RETAIN WOMEN IN NON-TRADITIONAL JOBS

Although a review of separation reports does not identify a high number of women in target classes who resign from City service, retention efforts continue to be a major component of staff activities. The high level of on-the-job stress experienced by women in non-traditional classes is indicated through: a) the high number of discrimination complaints filed by women in these classes, as opposed to other employee groups; b) the high number of women in these classes counseled by the EEO Unit (approximately 2 to 4 employees a week); and c) a recent EEO survey of non-traditional female employees.

Survey Summary

The EEO Unit distributed surveys to over 1000 female employees. The return rate was approximately 9.2%. Of the 92 surveys returned, approximately 54.5% indicated that they experienced problems on the job. These problems ranged (in order of reported frequency) from racial/sexual slurs, comments, posters and graffiti in the work place; work clothing and equipment that did not allow for women's sizes; and rape (one reported instance) and other forms of physical assault. The problems were experienced with co-workers and supervisors primarily, the public secondarily.

Approximately 83.8% indicated they were aware of City policies on Sexual Harassment, Racial Slurs, and the Discrimination Complaint Rule. This awareness was achieved through (in following order): distribution by supervisor, posting, training sessions/classes, other employees, the Union(s), and Civil Service EEO Unit.

Approximately 88.9% indicated an interest and need for additional training on the job, to include Recognizing and Preventing Sexual Harassment, Safety, Communication and Interpersonal Skills, Improving Current Job Skills, AIDS Awareness, and Employee Rights.

Employees consistently indicated that they would seek to resolve problem situations by first directly confronting the employee(s) involved, secondarily through intervention by a supervisor and lastly through complaint or grievance processes, as these were seen to have very little effect and as employees continue to fear retaliation from supervisors and co-workers.

Employees also consistently commented that acceptance of their presence in these classifications would be achieved only if City management aggressively indicated its commitment to the policies mentioned above, if training of line workers and supervisors were to continue and increase, and if the appointments of women to these classifications were to continue and increase.

Survey forms were returned from employees in the Skilled Craft, Service and Maintenance, and Protective Service categories.

The survey results confirm that consistent, aggressive retention efforts are needed to improve employee morale, attendance and productivity.

Current Activities:

- Quarterly Newsletter: The EEO Unit issues a quarterly newsletter to targeted employees that contains anticipated examination lists (the lists identify positions where women are underrepresented), employee articles, and the EEO Unit's counseling schedule. The Newsletter also introduces new employees and gives credit and recognition to those employees who are promoted or who pass examinations and place on lists.
- Counseling: EEO Unit staff is available to employees who need information regarding options available to them when they face a problem situation on the job. Many times, an employee is simply seeking someone to listen to them and is not necessarily seeking specific action. Counseling is conducted both in person and by phone.
- Training: In order to stress responsibilities towards providing a discrimination-free work environment, the EEO Training Officer trains supervisors and managers City-wide as to the components of the City's Ordinance for preventing Sexual Harassment and the Discrimination Complaint procedure. The Training Officer, Ms. Viki Macklin, has conducted training sessions to over 1000 supervisory employees.
- Exit Interviews: The EEO Unit receives copies of separation reports of women in target classes who resign from City service. This process allows the EEO Unit to interview former employees as to their reasons for leaving. The information that is gathered may then be shared with Departments so that other remaining employees will be retained.

Action Recommended:

- Training: Training is an essential preventive tool which provides managers and supervisors with the skills and knowledge necessary to provide a discrimination-free work site, and it must be established as a serious priority. Resources must be expanded so that additional training modules, such as EEO Law/Regulations, Women in the Non-Traditional Workplace, Inter-personal Skills, etc., may be presented.

Those Departments with training resources must be strongly encouraged to train their personnel. The provision of training affords a Department an opportunity to communicate its commitment towards equal employment opportunity on-the-job. Strong efforts must be made to train line workers in addition to their supervisors.

- In-House Liaisons: Those Departments with sizeable populations of women employed in non-traditional jobs should designate a personnel staff person as liaison to these employees. This would provide employees with an in-house resource person they can contact who would be familiar with that Department's workings and organizational structure. This effort will add to a Department's credibility and employee morale. The Departmental liaison would also work in conjunction with the EEO Unit to resolve and prevent complaint situations, and to implement inter-Departmental retention and support systems.
- Supervisor Evaluations: Knowledge of and compliance with a Department's affirmative action plan should be included as a criteria of evaluation for all supervisory employees. Additionally, this area of knowledge and skills should also be evaluated and reviewed in those situations where a supervisory employee is being considered for a promotive position.
- Employee Orientations: Departments should establish consistent methods of orienting new employees to City service. An employee's adaptation to and productivity on the job will be hastened if it is clarified at the onset their responsibilities and rights as employees, and the policies and procedures of the Department to effect these rights and responsibilities. Each Department should develop and distribute an employee handbook which would contain: copies of the Sexual Harassment Ordinance, the Racial Slur Policy, Civil Service Rule 1.03 (discrimination complaint procedure), Civil Service Rule 18 (Grievance Procedure), the A.I.D.S. Ordinance, and applicable Progressive Discipline and Personnel policies.
- Walk-Throughs of Facilities: The Civil Service EEO Unit staff will conduct periodic "walk-throughs" of various Departments which utilize women in non-traditional classes. Walk-throughs will include an evaluation of the availability and equality of facilities, such as locker-rooms, showers, restrooms, and the elimination of any and all offensive materials.
- Annual Board of Supervisors Hearings: In order to assess the status of women on-the-job in non-traditional positions, public hearings should be held on an annual basis. Employees and Departmental representatives will be invited to speak of their on-the-job concerns. Appointing Officers, or their representatives should also be present so that they may act or respond to the testimony that is given.

WOMEN IN THE WORKFORCE: UTILIZATION ANALYSIS

The total employee workforce of the City and County of San Francisco increased slightly from June 30, 1986 to June 30, 1987. Women achieved slight increases in all occupational categories, with the exception of the Skilled Craft category.

Citywide by Occupation

	<u>6/30/86 Workforce</u>			<u>6/30/87 Workforce</u>		
	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
OFFICIALS & ADMIN.	384 74.7%	130 25.3%	514	387 73.0%	143 26.9%	530
PROFESSIONALS	3,603 50.9%	3,474 49.0%	7,077	3,412 49.4%	3,499 50.6%	6,911
TECHNICIANS	1,609 68.4%	742 31.6%	2,351	1,658 68.2%	773 31.8%	2,431
PROTECTIVE SERVICES	2,866 86.2%	458 13.8%	3,324	2,857 85.0%	504 14.9%	3,361
PARAPROFESSIONALS	891 39.5%	1,365 60.5%	2,256	750 39.4%	1,153 60.6%	1,903
OFFICE & CLERICAL	1,364 28.6%	3,405 71.4%	4,769	1,353 27.3%	3,612 72.7%	4,965
SKILLED CRAFT	2,203 97.0%	68 3.0%	2,271	2,228 97.0%	68 3.0%	2,296
SERVICE & MAINT.	4,870 76.9%	1,465 23.1%	6,335	4,906 73.8%	1,745 26.2%	6,651
ELECTED OR EXEMPT	223 53.0%	197 46.9%	420	248 50.1%	247 49.9%	495
TOTAL WORKFORCE	18,013 61.4%	11,304 38.6%	29,317	17,799 60.2%	11,744 39.8%	29,543

Departments with Skilled Craft, Service & Maintenance Workforces

	<u>G. Skilled Craft Jobs</u>			<u>H. Service & Maintenance</u>		
	<u>Number</u>	<u>Male</u>	<u>Female</u>	<u>Number</u>	<u>Male</u>	<u>Female</u>
<u>Municipal Railway</u>						
		794	22		2275	288
6-30-86	816	97.3%	2.7%	2,563	88.8%	11.2%
		805	22		2300	354
6-30-87	827	97.3%	2.7%	2,654	86.7%	13.3%
<u>Water Department</u>						
		197	8		108	4
6-30-86	205	96.0%	3.9%	112	96.4%	3.6%
		211	8		119	4
6-30-87	219	96.3%	3.6%	123	96.7%	3.3%
<u>Recreation & Parks</u>						
		59	1		616	163
6-30-86	60	98.3%	1.7%	779	79.1%	20.9%
		55	1		607	175
6-30-87	56	98.2%	1.8%	782	77.6%	22.4%
<u>Electricity</u>						
		56	3		5	1
6-30-86	59	94.9%	5.1%	6	83.3%	16.7%
		53	2		6	1
6-30-87	55	96.4%	3.6%	7	85.7%	14.3%
<u>Public Works</u>						
		328	13		540	49
6-30-86	341	96.2%	3.8%	589	91.7%	8.3%
		405	19		507	50
6-30-87	424	95.5%	4.5%	557	91.0%	8.9%
<u>S.F. Unified School</u>						
		81	6		399	668
6-30-86	87	93.1%	6.9%	1,067	37.4%	62.6%
		82	7		422	842
6-30-87	89	94.3%	5.7%	1,264	33.4%	66.6%
<u>Juvenile Court</u>						
		12	0		24	1
6-30-86	12	100.0%	0.0%	25	96.0%	4.0%
		10	0		23	1
6-30-87	10	100.0%	0.0%	24	95.8%	4.2%

G. Skilled Craft Jobs				H. Service & Maintenance			
	Number	Male	Female		Number	Male	Female
<u>Comm. College Dist.</u>							
		23	0			92	26
6-30-86	23	100.0%	0.0%	118	77.9%	22.0%	
		25	0			98	33
6-30-87	25	100.0%	0.0%	131	74.8%	25.2%	
<u>S.F. Int'l. Airport</u>							
		151	1			190	79
6-30-86	152	99.3%	.7%	269	70.6%	29.4%	
		156	1			193	78
6-30-87	157	99.4%	.6%	271	71.2%	28.8%	
<u>S.F. Fire Dept</u>							
		15	1			4	0
6-30-86	16	93.8%	6.2%	4	100.0%	0.0%	
		16	1			3	0
6-30-87	17	94.1%	5.9%	3	100.0%	0.0%	
<u>Hetch Hetchy Project</u>							
		113	1			38	15
6-30-86	114	99.1%	.9%	53	71.7%	28.3%	
		112	1			47	18
6-30-87	113	99.1%	.9%	65	72.3%	27.7%	
<u>Port Commission</u>							
		76	0			60	0
6-30-86	76	100.0%	0.0%	60	100.0%	0.0%	
		77	1			59	1
6-30-87	78	98.7%	1.3%	60	98.3%	1.7%	
<u>Library</u>							
		4	0			26	4
6-30-86	4	100.0%	0.0%	30	86.7%	13.3%	
		4	0			26	4
6-30-87	4	100.0%	0.0%	30	86.7%	13.3%	
<u>War Memorial</u>							
		19	1			25	6
6-30-86	20	95.0%	5.0%	31	80.6%	19.3%	
		22	1			23	7
6-30-87	23	95.6%	4.3%	30	76.7%	23.3%	

G. Skilled Craft Jobs
Number Male Female

Public Health
Central Office

6-30-86	0	0	0
6-30-87	0	0	0

H. Service & Maintenance
Number Male Female

19	84.2%	15.8%
26	80.8%	19.2%

Public Health
Laguna Honda Hosp.

6-30-86	36	94.4%	5.6%
6-30-87	36	94.4%	5.6%

302	73.8%	26.2%
312	71.8%	28.2%

Public Health
S.F. General Hosp.

6-30-86	39	94.9%	5.1%
6-31-87	38	92.1%	7.9%

276	72.5%	27.5%
273	71.8%	28.2%

Purchasing

6-30-86	95	100.0%	0.0%
6-30-87	95	100.0%	0.0%

1	0.0%	100.0%
1	0.0%	100.0%

Public Works -
Sewage Treatment Plant

6-30-86	*87	93.1%	6.9%
6-30-87	1	100.0%	0

0	0	0
0	0	0

* positions transferred within Department

REVIEW OF 1986 AFFIRMATIVE ACTION GOALSSkilled Craft Workers

The goal previously set for this category was to increase the percentage of women from 2.9% to 3.9% (first year). This goal was not met. The composition of women in this category in 1985 was 2.9%. For the next two consecutive years the representation for women held at 3.0%.

Apprenticeship Classes

This category involves four classes in the Maintenance Machinist, Stationary Engineer, and Utility Plumber trades. The goal set for this category was 30.0%. This goal was not met. In 1985 female representation was at 20.0%. In 1986 it dropped to 18.5% and climbed again to 23.3% in 1987. There were slight increases in the total number of employments and both male and female representation:

<u>1986</u>		<u>1987</u>		<u>TOTAL</u>	
<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>1986</u>	<u>1987</u>
44	10	46	14	54	60
81.5%	18.5%	76.7%	23.3%		

Other Blue-Collar classes

This category included classes such as Gardener, Custodian, General Laborer, Transit Car Cleaner, Transit Operator, etc. A goal of 20.0% for this category was established. This goal was also not reached. However, the number of women in this category increased by 63.

<u>1986</u>		<u>1987</u>		<u>TOTAL</u>	
<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>1986</u>	<u>1987</u>
3821	596	3810	659	4417	4469
86.5%	13.5%	85.3%	14.7%		

Why Goals Were Not Reached

As was indicated earlier, while the overall workforce increased by 226 employments in a year's time between 6-30-86 and 6-30-87, the Skilled Crafts category increased by only 25 employments, all of them absorbed into the male workforce. The other blue-collar category, Service/Maintenance, gained 316 employments with a majority absorbed into the women's workforce. The large workforce of this category is due to the relatively large number of Transit Operator, Custodian, Gardener, and Porter employees.

There were 117 certifications involving female eligibles from lists of targeted classes for the period June 1986 to June 1987. Approximately 71.8% of female eligibles certified were appointed, 23.1% of those not appointed had waivers placed against their names, and 5.1% were interviewed but not

selected. The list of targeted classifications monitored for appointment will now be expanded to include supervisory blue-collar, Administrative, Protective Service, Professional, Office/Clerical and Technical non-traditional classifications.

Appointment monitoring indicates that in those situations involving non-selected, interested female eligibles, Departments cite the more extensive experience of the male eligibles as a factor in selection. While it is understandable that Departments would decide in favor of the more experienced employee, the majority of women have not had the access to the trades necessary to gain equally extensive experience, and cannot, therefore, compete with their male counterparts on this basis. In 1987, the U.S. Supreme Court ruled, in Johnson vs. Santa Clara Transportation, that sex may be a considered factor in appointments to positions where there is clear underrepresentation of members of that sex, and where there is a voluntary affirmative action plan.

Action Recommended

The EEO Unit has attempted to encourage Departments to consider affirmative action appointment elements within the framework of the existing Rule of Three. However, it is our opinion that these efforts are not sufficient to effect significant change within a reasonable time frame.

The consistently slow employment gain of women into non-traditional jobs necessitates greater scrutiny of selection procedures. It is recommended that the EEO Unit staff and the Civil Service Commission explore options that may include charter amendments, selective certification, review of selection criteria, etc.

GOALS FOR 1989

It is anticipated that there will be fewer appointment opportunities due to current fiscal limitations in the City and County of San Francisco. Additionally, any amendments to the Rule of Three will take time to effect. Therefore, recommended goals are modest but realistic.

Skilled Craft: An increase of one percent. A goal of 4.0% female representation will be set for June 30, 1989.

Apprentice Classes: An increase of two percent. A goal of 25.3% female representation will be set for June 30, 1989.

Other Blue-Collar Classes: This category of classes shall be subsumed under the occupational category of Service/Maintenance. The female representation for this category in 1987 stood at 26.2%. As a greater number of blue-collar appointments occur in this category than the Skilled Craft category, there is the expectation that the female representation will increase. This category shall be allotted an increase of four percent. A goal of 30.2% female representation will be set for June 30, 1989.

NEW CLASSES AND GOALS

Other Non-Traditional Classes: Non-traditional employment of women is not limited to those classes which are blue-collar in nature. The EEO Unit will also be monitoring the progress of women in trade/craft supervisor classes and in the Administrative, Professional, Technicians, Protective Service, and Office/Clerical categories. The additional classes include:

<u>Officials and Administrators</u>	<u>Number</u>	<u>Composition</u>	
		<u>M</u>	<u>F</u>
9140 Transit Manager I	27	26	1
*TOTAL:	27	26	1
		96.3%	3.7%

This list does not expire until October, 1989, and women are reachable and available. A goal of three percent increase (6.7%) will be set for this list.

<u>Professionals</u>	<u>Number</u>	<u>Composition</u>	
		<u>M</u>	<u>F</u>
5204 Asst. Civil Engineer	43	42	1
5206 Associate Civil Engineer	52	52	0
5208 Civil Engineer	34	34	0
5210 Sr. Civil Engineer	22	21	1
6122 Sr. Environmental Health Inspector	25	20	5
6270 Housing Inspector	21	19	2
Q-60 Lieutenant, (Police Department)	75	75	0
Q-80 Captain, (Police Department)	21	21	0
*TOTAL:	293	284	9
		96.9%	3.1%

Due to the lack of current eligibility lists and the low availability of women on remaining lists, a goal of one percent increase (4.1%) will be set for this series.

<u>Technicians</u>	<u>Number</u>	<u>Composition</u>	
		<u>M</u>	<u>F</u>
0380 Inspector, (Police Department)	188	188	0
1736 Computer Operator II	34	27	7
2532 Paramedic	174	149	25
5362 Civil Engineering Asst. I	31	29	2
5364 Civil Engineering Associate I	32	27	5
6318 Construction Inspector	34	33	1
7316 Water Service Inspector	24	20	4
6331 Building Inspector	41	40	1
8308 Sheriff's Sergeant	28	24	4
Q-50 Sergeant, (Police Department)	249	235	14
*TOTAL:	835	772	63
		92.5%	7.5%

Availability of female eligibles on these existing lists is also very low. A goal of one percent increase (8.5%) will be set for this series.

<u>Protective Service Workers</u>	<u>Number</u>	<u>Composition</u>	
		<u>M</u>	<u>F</u>
Q2 Police Officer	1328	1154	174
Q35 Assistant Inspector	24	22	2
H2 Firefighter	904	897	7
8204 Institutional Police Officer	36	31	5
8207 Buildings & Grounds Patrol Officer	41	38	3
8226 Museum Guard	51	47	4
8306 Senior Deputy Sheriff	82	65	17
9210 Airport Police Officer	106	98	8
*TOTAL:	2572	2,352	220
		91.4%	8.6%

There are available female eligibles in these classes, and a consent decree for female and minority appointments exists in the Police Department. These classes shall be allotted a goal of three percent increase to 11.6% by June, 1989.

<u>Office and Clerical Workers</u>	<u>Number</u>	<u>Composition</u>	
		<u>M</u>	<u>F</u>
1930 Warehouse Worker	19	19	0
1934 Storekeeper	70	63	7
1936 Senior Storekeeper	20	18	2
9110 Fare Collections Receiver	36	28	8
* Total:	145	128	17
		88.3%	11.7%

With the exception of Class 9110, there are available women in this series. A goal of three percent increase (14.7%) will be set for this series.

*March, 1988 representation

CONCLUSIONS

There has been much progress made in the areas of increased awareness and general education of City employees. Through staff in-house outreach and retention efforts, the isolation felt by many women in non-traditional jobs has been lessened. Through on-going regular training sessions conducted by the EEO Unit Training Officer, managers and supervisors are made increasingly aware of their responsibilities in preventing sexual harassment and maintaining a harassment-free work environment.

There have also been many "firsts" in the workforce, such as the first female Firefighters, Car & Auto Painter Shop Supervisor, Operating Engineer-Universal, Tree Topper, etc..

However, there is also clear indication that a great deal of work remains to be done. As indicated most recently in the survey distributed by the EEO Unit, female employees in non-traditional jobs continue to identify an unacceptably high number of incidents of sex discrimination on the job. Additionally, the workforce statistics themselves speak for the need of continued appointments of women to these classifications.

Resources of staffing and material must be made available so that present efforts in training, recruitment and retention are continued and expanded, in order that the City may be successful in significantly increasing the representation of women in non-traditional classifications.

WOMEN'S EMPLOYMENT PROGRAM
Targeted Classifications and Current Composition (6/30/87)

Skilled Craft Classes

<u>Class</u>	<u>Title</u>	<u>Male</u>	<u>Female</u>	<u>change since 85</u>	<u>Total</u>
7306	Auto Body and Fender Worker	39 (100.0%)	0 (0.0%)		39
7309	Car and Auto Painter	18 (100.0%)	0 (0.0%)		18
7311	Cement Mason	24 (100.0%)	0 (0.0%)		24
7313	Automotive Machinist	72 (100.0%)	0 (0.0%)		72
7318	Electronic Maintenance Tech	75 (97.4%)	2 (2.6%)		77
7319	Electric Motor Repairer	14 (100.0%)	0 (0.0%)		14
7326	Glazier	17 (100.0%)	0 (0.0%)		17
7328	Operating Engineer	35 (100.0%)	0 (0.0%)		35
7332	Maintenance Machinist	64 (98.5%)	1 (1.5%)		65
7334	Stationary Engineer	224 (98.7%)	3 (1.3%)		227
7338	Electrical Line Worker	37 (97.4%)	1 (2.6%)		38
7342	Locksmith	11 (100.0%)	0 (0.0%)		11
7344	Carpenter	67 (94.4%)	4 (5.6%)		71
7345	Electrician	89 (96.7%)	3 (3.3%)		92
7346	Painter	86 (96.6%)	3 (3.4%)		89
7347	Plumber	56 (96.6%)	2 (3.4%)	+1	58
7348	Steamfitter	15 (100.0%)	0 (0.0%)		15
7364	Powerhouse Operator	11 (100.0%)	0 (0.0%)		11
7372	Stationary Engr, Sewage Plant	145 (94.8%)	8 (5.2%)	+1	153
7376	Sheet Metal Worker	34 (100.0%)	0 (0.0%)		34
7379	Electrical Transit Mechanic	166 (98.8%)	2 (1.2%)	+1	168
7381	Automotive Mechanic	128 (100.0%)	0 (0.0%)	-1	128
7388	Utility Plumber	47 (94.0%)	2 (6.0%)	+1	50
7390	Welder	11 (100.0%)	0 (0.0%)		11
7409	Elec Transit Service Worker	66 (95.7%)	3 (4.3%)		69
7410	Automotive Service Worker	123 (94.6%)	7 (5.4%)	-2	130
7430	Asst Electronic Maint Tech	22 (95.7%)	1 (4.3%)		23
7444	Parking Meter Repairer	15 (93.8%)	1 (6.3%)	-1	16
9240	Airport Electrician	10 (100.0%)	0 (0.0%)		10
9343	Roofer	13 (100.0%)	0 (0.0%)		13

Apprentice Classes

<u>Class</u>	<u>Title</u>	<u>Male</u>	<u>Female</u>		<u>Total</u>
7331	App Maintenance Machinist	1 (100.0%)	0 (0.0%)		1
7333	App Stationary Engineer	7 (77.8%)	2 (22.2%)	+2	9
7375	App Sta Engr, Sewage Plant	20 (71.4%)	8 (28.6%)		28
7463	Utility Plumber Apprentice	21 (84.0%)	4 (16.0%)	+1	25

Targeted Classifications and Current Composition (con't)

Other Blue Collar Classes

<u>Class</u>	<u>Title</u>	<u>Male</u>	<u>Female</u>		<u>Total</u>
3417	Gardener	316 (82.1%)	69 (17.9%)	+3	385
3434	Tree Topper	28 (96.6%)	1 (3.4%)	+1	29
2708	Custodian	656 (76.9%)	197 (23.1%)	+54	853
2736	Porter	195 (78.0%)	55 (22.0%)	+8	250
6102	Rodent Control Technician	8 (88.9%)	1 (11.1%)		9
7355	Truck Driver	174 (96.1%)	7 (3.9%)	+2	181
7404	Asphalt Finisher	16 (100.0%)	0 (0.0%)		16
7421	Sewer Maintenance Worker	34 (100.0%)	0 (0.0%)		34
7449	Sewer Service Worker	10 (100.0%)	0 (0.0%)		10
7457	Traffic & Street Sign Worker	10 (83.3%)	2 (16.7%)		12
7470	Watershed Keeper	19 (90.5%)	2 (9.5%)		21
7502	Asphalt Worker	18 (94.7%)	1 (5.3%)		19
7514	General Laborer	270 (93.1%)	20 (6.9%)	+8	290
7540	Track Maintenance Worker	32 (100.0%)	0 (0.0%)		32
9102	Transit Car Cleaner	53 (82.8%)	11 (17.2%)	-4	64
9163	Transit Operator	1951 (86.9%)	293 (13.1%)	+65	2244
9330	Pile Worker	20 (100.0%)	0 (0.0%)		20

6140C

AVAILABILITY AND STATUS OF WOMEN ON CURRENT ELIGIBLE LIST IN TARGET CLASSES
AND EXPIRATION DATES OF LISTS (1/88)

Skilled Craft Classes

<u>Class</u>	<u>List Expiration</u>	<u>No. Women on List</u>	<u>Status of Women on List(s)</u>
7306	Announced	0	0
7309	05/90	1	Appointed
7311	05/88	0	0
	09/89	2	1 available and 1 on waiver
7313	02/88	1	1 available
	Announced	n/a	n/a
7318	06/88	0	0
	Announced	n/a	n/a
7319	11/89	0	0
7326	04/89	0	0
7328	12/88	1	Appointed
7332	04/89	0	0
7334	03/89	2	1 appointed and 1 on waiver
	Announced	n/a	n/a
7338	05/88	0	0
	11/89	0	0
7342	06/91	0	0
7344	07/89	14	14 available
7345	08/89	12	2 on waiver and 10 available
	08/89	6	1 on waiver and 5 available
7346	03/88	2	1 on waiver and 1 available
7347	05/88	1	Available
7348	08/88	1	On waiver
7364	1/89	0	0
	11/89	0	0
7372	03/89	1	Appointed
	03/89	5	5 appointed
7376	4/89	1	Available
7379	1/89	3	3 available
7381	6/89	5	5 available
7388	5/89	2	2 available
7390	Exam in process	n/a	n/a
7409	06/89	5	5 available
7410	06/88	0	0
7430	11/89	14	14 available
7444	01/88	8	1 appointed, 3 available and 4 on waiver
9240	06/88	0	0
9343	04/88	1	1 on waiver
	Announced	n/a	n/a

Apprentice Classes

7331	Not in progress	n/a	n/a
7333	08/88	n/a	n/a
7375	08/88	n/a	n/a
7463	12/88	3	3 appointed

AVAILABLE AND STATUS OF WOMEN ON ELIGIBLE LISTS (con't)

Other Blue Collar Classes

<u>Class</u>	<u>List Expiration</u>	<u>No. Women on list</u>	<u>Status of Women on List(s)</u>
2708	03/88	78	54 appointed, 20 on waiver, 3 removed from list, and 1 available
	Exam in process	n/a	n/a
2736	09/89	n/a	n/a
3417	07/89	66	1 appointed, 61 available, 4 on waiver
3434	09/89	0	0
6102	Not in progress	0	0
7355	02/89	4	4 on waiver
7404	08/88	1	Available
7421	04/89	0	0
7449	11/88	0	0
7457	10/89	4	4 Available
7470	05/89	9	1 appointed(temp.), 7 available 1 on waiver
7502	08/88	1	Appointed
7514	05/89	46	10 appointed, and 36 available
	06/89	5	5 available
7530	Announced	n/a	n/a
7540	list/adoption	n/a	n/a
9102	06/91	34	5 appointed, 1 on waiver and 28 available
9163	02/89	55	41 appointed(temp.) 7 on waiver, 1 available, and 6 removed from list.
	06/89	2	1 appointed(temp.), 1 removed fr. list.
	06/89	30	24 appointed(temp.), 1 on waiver, 5 removed from list.
		4	4 appointed
		52	30 appointed(temp.), 17 available, 3 on waiver, 2 removed from list
9330	12/88	0	0

WOMEN'S EMPLOYMENT PROGRAM
TARGETED CLASSIFICATIONS

0380 Inspector-Fire	7345 Electrician
1736 Computer Op. II	7346 Painter
1930 Warehouse Worker	7347 Plumber
1934 Storekeeper	7348 Steamfitter
1936 Sr. Storekeeper	7355 Truck Driver
2532 Paramedic	7372 Stationary Engr.-Swge.Plant
2708 Custodian	7373 Sr. Stationary Engr.-Swge. Plant
2716 Custodial Asst. Sup.	7375 App. Stationary Engr.-Swge. Plant
2718 Custodial Sup. I	7376 Sheetmetal Worker
2736 Porter	7379 Electrical Transit Mechanic
3417 Gardener	7380 Electrical Transit Mech. Asst. Sup.
3418 Gardener Asst. Sup.	7381 Automotive Mechanic
3422 Park Section Sup.	7382 Auto Mechanic Asst. Sup.
3434 Tree Topper	7388 Utility Plumber
5204 Asst. Civil Engr.	7390 Welder
5206 Asso. Civil Engr.	7404 Asphalt Finisher
5208 Civil Engineer	7409 Electrical Transit Service Wrkr.
5210 Sr. Civil Engr.	7410 Automotive Service Worker
5362 Civil Eng'g. Asst. II	7421 Sewer Maintenance Worker
5364 Civil Eng'g. Asso. I	7430 Asst. Electronic Maint. Tech.
6102 Rodent Control Tech.	7434 Maintenance Machinist Helper
6122 Sr. Env. Health Insp.	7444 Parking Meter Repairer
6270 Housing Inspector	7449 Sewer Service Worker
6318 Construction Inspector	7457 Traffic & Street Sign Maint. Wrkr.
6331 Building Inspector	7463 Utility Plumber Apprentice
7213 Plumber Supervisor I	7470 Watershed Keeper
7215 General Laborer Supervisor I	7502 Asphalt Worker
7226 Carpenter Supervisor I	7514 General Laborer
7238 Electrician Supervisor I	7530 Street Cleaner
7242 Painter Supervisor I	7540 Track Maintenance Worker
7250 Utility Plmbr. Sup. I	8204 Institutional Police Officer
7253 Elect. Transit Mech. Sup. I	8207 Building & Grounds Patrol Off.
7287 Sup. Electronic Maint. Tech.	8226 Museum Guard
7306 Auto Body & Fender Worker	8306 Sr. Deputy Sheriff
7309 Car & Auto Painter	8308 Sheriff's Sergeant
7311 Cement Mason	9102 Transit Car Cleaner
7313 Automotive Machinist	9110 Fare Collections Receiver
7316 Water Services Insp.	9139 Transit Supervisor
7318 Electronic Maint. Tech.	9140 Transit Manager I
7319 Electric Motor Repairer	9163 Transit Operator
7326 Glazier	9210 Airport Police Officer
7328 Operating Engr., Unvsl.	9240 Airport Electrician
7331 App. Maintenance Machinist	9330 Pile Worker
7332 Maintenance Machinist	H-2 Firefighter
7333 App. Stationary Engr.	Q-2 Police Officer
7334 Stationary Engineer	Q-35 Asst. Inspector- Police Department
7335 Sr. Stationary Engineer	Q-50 Sergeant- Police Department
7338 Electrical Line Wrkr.	Q-60 Lieutenant- Police Department
7344 Carpenter	Q-80 Captain- Police Department

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RULE 1

AUTHORITY AND PURPOSE

Section 1.01. RULES PRESCRIBED-AUTHORITY

Under the authority of Article XI of the Constitution of the State of California and under Section 3.661 of the Charter of the City and County of San Francisco, the Civil Service Commission of the City and County of San Francisco does prescribe and adopt these Rules which shall have the force and effect of law.

Section 1.02. PURPOSE

These Rules are prescribed for the purpose of implementing the Charter provisions, assuring continuance of the merit system, promoting efficiency in the dispatch of public business, and assuring all persons in the Classified Service and all persons seeking admission thereto fair and impartial treatment.

Section 1.03. AFFIRMATIVE ACTION PLAN AND POLICY FOR EQUAL OPPORTUNITIES

A. Policy

1. It is the policy of the Civil Service Commission of the City and County of San Francisco that the doors of opportunity be maintained wide open to women and minorities in or seeking employment to the Service, that selection of employees to positions within the Service be made on the basis of merit in a racially and politically neutral way, and that continuing programs be maintained to afford equal opportunities to women and minority persons to achieve meaningful employment at all levels.

2. Vigorous enforcement of the laws against discrimination shall be carried out at every level of each department toward the end that all persons, regardless of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, sexual orientation, color, marital status, medical condition (cancer-related) or the conditions Acquired Immune Deficiency Syndrome (AIDS) and AIDS Related Conditions (ARC) shall have equal access to positions in the Service, limited only by their ability to do the job. (Amended 1/4/88 - CSC Rule Change Number 11)

3. No person in the Classified Service or seeking admission thereto, shall be appointed, reduced, removed or in any way favored or discriminated against in employment or opportunity for employment because of race, color, sex, sexual orientation, political affiliation, age, religion, national origin, physical handicap, ancestry, marital status, color, medical condition (cancer-related), ethnicity or the conditions Acquired Immune Deficiency Syndrome (AIDS) and AIDS Related Conditions (ARC). (Amended 1/4/88 - CSC Rule Change Number 11)

4. No person in the Classified Service or seeking admission thereto shall be discriminated against by reason of the exercise of their constitutional right of free speech in any language. This section shall not preclude departmental action against employees for inability to perform their jobs.

5. Departments, agencies, boards, and commissions of the City and County of San Francisco shall be required to provide reasonable accommodation to qualified handicapped employees or applicants for employment. This requirement shall also apply to qualified employees and applicants who have the conditions known as Acquired Immune Deficiency Syndrome (AIDS) and AIDS Related Conditions (ARC). (Added 1/4/88 - CSC Rule Change Number 11)

B. Analysis of the Work Force

1. Each department shall maintain records of its work force composition by race, sex, ethnicity and classification. These records shall also reflect new employments, promotions, transfers, voluntary separations, and shall be reported to the Commission, Federal and State agencies as required. Individual employee names shall remain a confidential part of these records. The Commission shall make the non-confidential elements of these records available for public review upon request.

2. From the foregoing records, the Civil Service Commission staff shall annually prepare and report to the Commission an analysis of the workforce to determine whether percentages of sex, race or ethnic groups in individual job classifications are substantially similar to the percentages of those groups available in the workforce in the relevant job market who possess the basic job-related qualifications.

3. Whenever such analysis discloses substantial disparities within individual classifications, each element of the overall selection process shall be examined to determine which, if any, elements operate to exclude persons on the basis of sex, race or ethnic group. Such elements shall include, but are not limited to, recruitment, testing, ranking, certification and interviewing. The examination of each element of the selection process shall at a minimum include a determination of its validity in predicting job performance.

C. Affirmative Action Program for Equal Opportunities

1. Where the Commission finds that invalid selection procedures have had an exclusionary effect, the Commission shall establish goals and timetables for the specific job classification or occupational category and shall initiate measures designed to assure that qualified members of affected groups are included within the pool of persons from which selections are made, all of which shall take into account the availability of funding and basically qualified persons in the relevant job market.

2. The Commission commits itself to a continuing responsibility for maintenance of the following affirmative steps designed to maintain equal employment opportunities:

a. The examination of each element of each selection process to determine, at a minimum, its job relationship validity in predicting job performance;

b. Outreach recruitment designed to attract qualified members of disadvantaged groups;

c. Job restructuring efforts with the cooperation of appointing authorities to organize work and redesign jobs in ways that provide entry-level training opportunities for persons lacking "journey-level" knowledge of skills to enter, and, with appropriate training, to progress in a career field;

d. Revamping of selection instruments or procedures, as necessary, in order to reduce or eliminate exclusionary effects on particular groups in particular job classifications;

e. Inclusion of women and minorities on oral appraisal boards when practicable. Oral appraisal board orientations shall be conducted in writing or by means of automatic recording devices, and all such written orientation records shall be retained with the permanent records of the examination and may be inspected by candidates in accordance with Rule 9.16 as to inspection of papers.

f. Systematic efforts to provide career advancement training, both classroom and on-the-job, to employees locked into dead-end jobs.

D. Dissemination of the Rule

Copies of the foregoing Affirmative Action Rule shall be available in all City departments, which shall be responsible for its widest practicable dissemination. Members of the oral appraisal boards shall be given copies of this rule well in advance of interview sessions. The rule shall be distributed to all recruitment sources, local media, and employee representative organizations.

E. Monitoring and Evaluation

The Human Rights Commission of the City and County of San Francisco shall quarterly review the compliance status of the Civil Service Commission in regard to this rule and shall quarterly report its findings and recommendations to the Commissioners of the Civil Service Commission and to the Mayor. Upon request of the Human Rights Commission, the staff of the Civil Service Commission shall fully disclose all such non-confidential books, records, documents and other information as the Human Rights Commission shall deem relevant to the monitoring and evaluation function herein described. Upon request, the General Manager, Personnel, or authorized designee shall appear and give testimony before the Human Rights Commission with respect to the Civil Service Commission's compliance with any of the provisions of this rule.

F. Discrimination Complaints

1. Purpose

Pursuant to Charter Section 3.661, this rule establishes procedures to review and resolve allegations of discrimination on the basis of race, religion, sex, national origin, ethnicity, age, physical handicap, political affiliation, sexual orientation, ancestry, marital status, color, medical condition (cancer-related), or the conditions Acquired Immune Deficiency syndrome (AIDS) and AIDS related conditions (ARC).

Any employee or applicant may file a complaint alleging that he or she has been discriminated against as a result of any employment decision made by any agency, department or commission of the City and County of San Francisco. The sole purpose of proceedings under this section is to provide a mechanism for the investigation and resolution of such charges of discrimination and to provide an appropriate remedy for the complainant where a determination is made that discrimination prohibited by this rule has occurred. (Amended 1/4/88 - CSC Rule Change Number 11)

2. Filing a Complaint of Discrimination

Filing a complaint under this rule shall consist of the submission of a signed letter to the General Manager, Personnel, of the Civil Service Commission specifying those facts and reasons which support the charge. The letter of complaint must clearly state the basis upon which the charge of discrimination is filed and the specific adverse action about which the employee is complaining. The complainant bears the burden of proof and toward this end, should also provide supporting documents, names of witnesses and/or other facts that tend to corroborate the charge.

3. Filing Deadline Requirement

All such complaints must be filed, as specified above, within thirty (30) calendar days of the alleged discriminatory action or within thirty (30) calendar days of the date the complainant should have been aware of the alleged violation. The timely filing of said complaint under a specific Civil Service Commission approved departmental discrimination complaint procedure, where applicable, shall serve to satisfy this time requirement.

4. Discrimination Complaint Process

a. Upon receipt, the General Manager, Personnel, shall forward the complaint to the Assistant Secretary of the Civil Service Commission who shall forward copies of all such complaints to the San Francisco Human Rights Commission and to each member of the Civil Service Commission. The Civil Service Equal Employment Opportunity Unit (hereinafter EEO Unit) shall act on behalf of the General Manager, Personnel, for purposes of investigation, mediation, and/or any other resolution of all such complaints.

b. The EEO Unit shall contact the complainant for purposes of scheduling an initial intake interview and completion of the appropriate EEO complaint form. A copy of the complaint shall immediately thereafter be forwarded to the department against whom charges have been made.

c. Within ten (10) working days of written notification to the department being charged, the EEO Unit shall contact both parties to determine if resolution of the complaint is possible. Both parties are strongly encouraged to voluntarily attempt resolution of the allegations. The EEO Unit shall serve as a vehicle to mediate an amicable settlement where possible. Such an attempt shall not imply any determination or concession by either party with regard to the merit of the charges.

Successful attempts at resolution shall result in a written agreement signed by both parties. A copy of said agreement shall be submitted to the General Manager, Personnel, for review. Subject to those limits prescribed by law, resolution agreements shall be implemented as soon as practicable.

d. Should the attempt at resolution fail, the EEO Unit shall conduct an investigation of the charges. Such investigative authority shall include the reviewing and obtaining of copies of relevant documents, interviewing individuals and such other activity as may be necessary to obtain information pertinent to the specifics of the charges. The investigation shall result in the submission of an Investigative Report or a Recommendation of Dismissal to a panel of three persons of whom one shall be designated by the General Manager, Personnel, one by the Office of the Mayor and one by the San Francisco Human Rights Commission (hereinafter the Panel). This Panel shall constitute the Civil Service Commission's designee for purposes of hearing and disposition of employment discrimination complaints.

1) Recommendation of Dismissal

Where it appears after investigation that the complaint clearly fails to constitute a violation of this rule, the EEO Unit shall prepare a Recommendation of Dismissal specifying the reasons therefor. Said recommendation shall be forwarded to the Panel for review, to the complainant, and to the department charged with the alleged violation. Within ten (10) calendar days of the postmarked date of the Recommendation of Dismissal, the complainant may submit in writing to the EEO Unit, any facts or reasons opposing the Recommendation of Dismissal. The complainant's submission shall be immediately transmitted by the EEO Unit to the Panel. As soon as practicable after the receipt of complaint's submission or the expiration of complainant's time for submission, the Panel shall in writing dismiss the complaint or deny the Recommendation of Dismissal specifying the reasons therefor. Copies of the Panel's determination on the Recommendation of Dismissal shall be forwarded, within five (5) working days of the ruling, to the complainant and the department involved. No evidentiary hearing shall be held on the Recommendation of Dismissal. The complainant may seek review of a Panel's dismissal determination by the Civil Service Commission. The procedure and time limit for requesting such review shall be in accordance with Section 1.03.F.4.d.(v) below.

ii) Investigative Report and Hearing

Where it appears after investigation that corroborative evidence exists to warrant hearing of the charges, an investigative report shall be forwarded to the Panel and the hearing scheduled. Both parties to the complaint shall be given at least ten (10) working days notice of the date, time and location of the hearing. The complainant and the department shall have the right to have a representative at the hearing, call a reasonable number of witnesses, pose pertinent questions of opposing witnesses through the Chair of the Panel and present closing arguments.

The hearing shall be conducted in conformance with the Civil Service Discrimination Complaint Hearing Panel Procedures. A copy of these procedures may be obtained from the EEO Unit. The Panel shall issue written findings to both parties within thirty (30) calendar days of the conclusion of the hearing.

When appropriate the findings shall include a remedy for the complainant which shall be enforced as soon as practicable. The determination of the Panel shall be final thirty (30) calendar days from the postmarked date of the written findings unless either party to the complaint seeks review by the Civil Service Commission. The procedure and time limit for requesting such review shall be those set forth in Section 1.03.F.4.d.(v) below. The final determination or settlement agreement reached under this rule shall be binding upon and enforced by every employee and appointing officer.

iii) Any challenge to the jurisdiction of the Panel to hear a complaint must be submitted in writing to the EEO Unit for transmission to the Panel within ten (10) working days of the date of the written notice of complaint sent to the department against which charges have been made.

iv) Subject to budgetary considerations, the proceedings shall be recorded by a Court Reporter. It is not required that a formal transcript of the proceedings be made. Should any party desire a formal transcript, that party shall bear the cost of obtaining the transcript. No attorney fees shall be provided to any party pursuant to proceedings under this rule.

v) Request for Review of a Panel Action

A request for review of a Panel dismissal determination or a decision after hearing may be filed in writing with the Assistant Secretary to the Civil Service Commission specifying the reasons therefor. The request for review must include, in detail, the specific issue(s) upon which the Panel dismissal or decision is challenged and must be received in the Office of the Assistant Secretary to the Civil Service Commission no later than thirty (30) calendar days from the postmarked date of the Panel's written dismissal or decision. Requests for review will be referred to the Civil Service Commissioners to determine if the Commission will agree to review the matter. The Commission shall render its decision within thirty (30) calendar days of the receipt of the request for review. If after consideration of the written request a majority of the Commissioners do not consent to hear the matter, the request is denied and the action of the Panel is final. If the Commission agrees to grant the request for a review, the matter shall thereafter be calendared. At any review the taking of evidence and oral arguments will be permitted only as the Commission may determine. The decision of the Civil Service Commission shall be final and no reconsideration shall be allowed.

5. Where the allegations underlying a timely-filed discrimination complaint also comprise the bases or are an element of a separate matter which is subject to hearing or determination by the Civil Service Commission in accordance with its Rules, the final determination reached under this rule shall constitute a Finding of Fact and the merits of the discrimination charge shall not be reheard.

6. Complaints relative to examination matters covered by Rule 3.04, 5.06 or the Office of Revenue Sharing (ORS) Compliance Agreement of July 1979 shall not be processed under this rule but shall be dealt with by the General Manager, Personnel, of the Civil Service Commission.

7. It shall be a violation of this rule to discriminate against, retaliate against or harass any employee or applicant because such employee has complained of or opposed any discrimination prohibited under this rule or has made a complaint, testified, supplied evidence, assisted or participated in any manner in any investigation, proceeding or hearing under this rule.

8. Any employee or applicant may file a complaint alleging that he or she has been retaliated against in violation of subsection F.7. of this rule and any such complaint shall be filed and processed in the same manner as other discrimination complaints under this rule.

9. Investigations, statements of witnesses and transcripts thereof taken pursuant to proceedings under this rule shall be used only for the purposes set forth in subsection F.4. of this rule and shall be held in confidence insofar as is practicable and fair.

10. This rule does not preclude an individual's right to file the same or similar complaint, under any approved city department, board, or commission discrimination complaint process, or with any state or federal regulatory agency, or to litigate for relief. Where there exists a specific Civil Service Commission approved departmental discrimination complaint procedure, the complainant may opt to utilize the procedure first or may directly complain to the Civil Service Commission in accordance with this rule. Where a timely complaint is filed with both the Civil Service Commission Equal Employment Opportunity Unit and an approved departmental discrimination complaint procedure, deferral shall be accorded to the departmental procedure unless the complainant indicates to the Equal Employment Opportunity Unit, in writing and within five (5) calendar days of the Equal Employment Opportunity Unit intake interview, that they want the departmental procedures to cease. In the event that the complainant elects to proceed under departmental procedures, the Civil Service Commission shall hold its investigation in abeyance, pending the outcome of departmental procedures. Complainant's opposing any finding of the department shall, within ten (10) calendar days of the issuance of the findings, request in writing to the Equal Employment Opportunity Unit that the Civil Service Commission reinstitute its procedures under this rule. (Amended 1/4/88 - CSC Rule Change Number 11)

11. When a complaint filed under this rule is also filed with a state, federal or other agency duly authorized to investigate complaints of discrimination and to seek or impose relief, the Panel may determine that proceedings under this rule shall be suspended and deferral be accorded to that state, federal or other proceeding. When a charge of discrimination filed under this rule is also the subject or an element of litigation, proceedings under this rule shall cease and deferral be accorded to the court.

G. Incorporation of Federal Guidelines

The Commission, consistent with this rule, hereby adopts and incorporates the Federal affirmative action guidelines for local governments adopted by the United States Equal Opportunity Commission, the United States Commission on Civil Rights, the United States Department of Justice, the United States Department of Labor, and the United States Civil Service Commission as adopted August 26, 1976.

H. Annual Supplementary Plan

1. Within one-hundred-eighty (180) days of adoption of this rule and annually thereafter, the Commission shall adopt a Supplementary Affirmative Action Plan for Equal Opportunities (Annual Plan) consistent with this rule.

2. The Annual Plan shall include, at minimum, a report of the composition of the City workforce, a comparison of the City workforce with the available qualified San Francisco labor force by race, sex, and ethnicity, an identification of those classifications or occupational categories where substantial disparity exists, an analysis to determine the causes of disparity, and specific actions to be taken in order to resolve the discriminatory disparities within a defined timeframe.

3. The Annual Plan shall also include an evaluation and summary of the effects of specific actions undertaken in the previous year in order to determine the effectiveness of such measure.

4. In the development of the Annual Plan the Commission shall seek and consider the advice of experts, community representatives, city officials and recognized employee representatives. In order to accomplish this advisory function, the Commission shall, upon recommendation of the Mayor, appoint an advisory group to assist in the development of the Annual Plan.

I. Delegation of Responsibility

1. The Commission authorizes the General Manager, Personnel, to create and maintain an Affirmative Action Division and provide such Division with necessary resources to execute this rule pursuant to the Annual Plan.

2. The Commission recommends that all city appointing officers and commissions assume responsibility for the development of Departmental Affirmative Action Plans pertinent to their jurisdictions and consistent with this rule. It is suggested that each City department's Affirmative Action Plan include a policy statement, utilization of the workforce analysis, designation of responsibilities, and specific action items. The Civil Service Commission personnel staff will provide technical assistance to appointing officers and commissions in order to assist in the administration of Departmental Affirmative Action Plans.

Section 1.04. SEVERABILITY

A. If any rule, section, paragraph, sentence, clause or phrase of these Rules is declared unconstitutional or void for any reason, such declaration shall not affect the validity of the remaining portions of these Rules. The Commission hereby declares that it would have prescribed and adopted these rules, and each rule, section, paragraph, sentence, clause and phrase hereof, irrespective of the fact that any one or more rules, sections, paragraphs, sentences, clauses or phrases be declared unconstitutional or void.

B. The titles assigned to rules and sections are for reference purposes only and shall not be considered as a substantive part of these rules.

SEC. 16.9-24. PREPARATION AND IMPLEMENTATION OF OFFICE, BOARD AND DEPARTMENT AFFIRMATIVE ACTION PLANS IN COORDINATION WITH THE CIVIL SERVICE COMMISSION IN COMPLIANCE WITH RELEVANT FEDERAL, STATE AND LOCAL LAW AND GUIDELINES. Each board or commission, each elective officer in charge of an administrative office, the Controller, the Chief Administrative Officer, and each department head appointed by the Chief Administrative Officer shall be responsible for the preparation and implementation of an affirmative action plan in order to provide equal employment opportunities to all persons. Each such plan shall address

all employment-related subjects the control of which is vested by the Charter in the board, commission, officer, or department. Such subjects shall include, but not be limited to, the following:

- (a) Policy statements;
- (b) Designation of affirmative action responsibilities within the office, board or department, and establishment of a mechanism to evaluate the specific plan adopted;
- (c) Analysis of workforce utilization in each job category by race or national origin, sex, age and salary;
- (d) Specific affirmative action steps to be undertaken within stated timetables to ensure nondiscriminatory personnel relations to each race or national origin group and each sex, as determined by the availability of qualified representatives thereof in the community; and
- (e) The method of dissemination of the affirmative action plan.

All such plans shall be prepared in consultation with the Civil Service Commission and the Human Rights Commission in order to provide technical assistance and recommendations on effective steps to achieve equal employment opportunity. Prior to adoption, the Civil Service Commission and the Human Rights Commission shall also approve each affirmative action plan in cooperation with the City Attorney to ensure that compliance is made with all relevant Federal, State and local equal opportunity laws or regulations. Should the Civil Service Commission or Human Rights Commission find any such plan not in compliance with the above, it shall immediately so report to the Mayor's Office and Board of Supervisors. In the event that the Civil Service Commission and Human Rights Commission disagree, the matter shall be submitted to the Mayor's Office for resolution. All such plans shall, upon adoption, be filed with the Civil Service Commission and the Human Rights Commission for public or other inspection.

In order to facilitate the development of information necessary to the formulation of such plans, the Controller is directed to make appropriate data processing facilities available and to process annual workforce utilization plans as required by this section, the California Fair Employment Practices Commission, the Equal Employment Opportunity Commission, the Human Rights Commission or any other regulatory agency charged with reviews of nondiscrimination provisions of local, State or Federal law.

All such plans shall be periodically reviewed, amended and updated as appropriate on at least an annual basis. An annual report on the performance and progress of such plans shall be prepared and submitted to the Mayor and Board of Supervisors by the Civil Service Commission in cooperation with the Human Rights Commission by the first day of March of each year during the annual budget process. [Added Ord. 455-79; App. 9/12/79]

SAN FRANCISCO ADMINISTRATIVE CODE - SECTION 16.9 - 25
[Sexual Harassment of City Employees]

SECTION 16.9-25. PROHIBITING SEXUAL HARASSMENT OF CITY EMPLOYEES; ESTABLISHING A COMPLAINT PROCEDURE; PROVIDING FOR REMEDIES FOR PERSONS WHO HAVE BEEN FOUND TO BE VICTIMS OF SEXUAL HARASSMENT INCLUDING THE SETTING ASIDE OF DISCIPLINARY ACTION AGAINST THESE PERSONS; REQUIRING THE IMPOSITION OF DISCIPLINARY ACTION AGAINST PERSONS VIOLATING THIS SECTION; REQUIRING DISTRIBUTION OF THE POLICY; INTERPRETATION.

(a) Sexual harassment of a City employee or applicant for employment by a City official or employee is prohibited.

(b) Behavior which constitutes sexual harassment by City officials and employees includes, but is not limited to:

- (1) verbal harassment, e.g., epithets, derogatory comments or slurs;
- (2) physical harassment, e.g., assault, impeding or blocking movement, gestures, or any physical interference with normal work or movement;
- (3) visual forms of harassment, e.g., derogatory posters, letters, poems, graffiti, cartoons or drawings; or
- (4) requests for sexual favors or unwanted sexual advances; when the foregoing behavior unreasonably interferes with work performance, creates an intimidating, hostile or offensive working environment, influences or affects the career, salary, working conditions, job, or other aspects of career development of an employee or prospective employee, or is an explicit or implicit term or condition of employment.

(c) For the purpose of this section, the following behavior by City Officials and supervisory employees also constitutes sexual harassment:

- (1) failing to take corrective action when the officials or supervisory employees know, or reasonably should know, that an employee in the line of supervision of the officials or supervisory employees is being subjected to prohibited sexual harassment on the job by anyone; or
- (2) retaliation against an employee or applicant for employment who complained of sexual harassment, or who testified on behalf of one who made a complaint, or who assisted or participated in any manner on behalf of a complainant in an investigation, proceeding or hearing conducted under this section.

(d) A supervisory employee receiving a complaint of sexual harassment shall inform the Department head of such complaint within three working days. Upon receipt of such information the Department head shall inform, in writing, the Equal Employment Opportunity Unit of Civil Service within five working days. The Civil Service Commission shall annually report to the Board of Supervisors and the Mayor the number of claims filed, the number of claims pending, the departments in which claims have been filed and such other information the Commission determines necessary regarding problems in enforcement under this section.

(e) The discrimination complaint procedure established by the Civil Service Commission pursuant to Section 3.661(c) of the Charter shall be used to review and resolve allegations of sexual harassment. The determination reached under the Civil Service Commission procedures shall be final and shall forthwith be enforced by every employee and appointing officer.

(f) During any hearing on a complaint of sexual harassment, evidence of the sexual conduct of the complainant offered to attack the credibility of the complainant shall be permitted only as provided in the Civil Service Commission Hearing Procedures and with the express approval of the Civil Service Hearing Panel.

(g) Upon a finding that a City official or employee has engaged in prohibited sexual harassment as defined herein against a City employee or applicant for employment, the City official or employee shall receive disciplinary action up to and including demotion or dismissal in accordance with the applicable provisions in the Charter. A statement of those findings, of the disciplinary action taken, and of any final determination of subsequent acts of sexual harassment shall be made a part of the employee's personnel file and shall be included in the employee's performance evaluation.

(h) Whenever a final determination is made that an action taken against a city employee, such as but not limited to, a reassignment, transfer, termination, disciplinary action or demotion, constitutes sexual harassment, the responsible appointing officer in the subject department shall set aside that action and provide a make-whole remedy to the complainant including but not limited to reinstatement of all benefits, seniority and back pay. After a final determination is made that sexual harassment did occur, the appointing officer in the subject department shall provide written notification of compliance with the requirements of this section to the General Manager, Personnel.

(i) Prevention is the best tool for the elimination of sexual harassment. All City and County commissions, departments, boards and agencies shall provide to each of their supervisory employees a copy of this ordinance with a written explanation of the Civil Service procedure for filing a complaint for violation thereof. Each appointing officer shall require his or her supervisory personnel to instruct all employees under their supervision of the contents of this ordinance and of the Civil Service procedures for filing a complaint for violation thereof, and shall adopt a specific departmental policy delineating that sexual harassment will not be tolerated and shall provide to or acquire for its supervisory personnel a training program designed to educate and thereby prevent sexual harassment.

(j) This policy shall be construed in a manner consistent with the right of free speech, association and privacy.

(k) The offices of the Human Rights Commission and the Commission on the Status of Women shall be available to provide assistance upon request to any employee, applicant for employment, or city department whenever appropriate.

(l) Nothing in this section is intended to limit the power of a Department Head to discipline a department employee found guilty or responsible for sexual harassment or retaliation.

CHAPTER VIII TO PROHIBIT DISCRIMINATION IN EMPLOYMENT AGAINST ANY PERSON WITH A DISEASE OR AFFLICTION NOT TRANSMITTED BY CASUAL CONTACT.

SEC. 3850. POLICY

It is the policy of the City and County of San Francisco to eliminate discrimination based on the fact that a person has a disease or affliction that cannot be transmitted by casual contact, or any symptoms related thereto. In adopting this ordinance, the Board of Supervisors does not intend to proscribe any activity the proscription of which would constitute an infringement of any right guaranteed by the United States and California Constitutions.

SEC. 3851. FINDINGS

After public hearings and consideration of testimony and documentary evidence, the Board of Supervisors finds and declares that discrimination in employment against persons with diseases and afflictions that cannot be transmitted by casual contact exists in the City and County of San Francisco. This discrimination cuts across all racial, ethnic, and economic lines. Such discrimination poses a substantial threat to the health, safety, and welfare of the community. Existing state and federal restraints on such arbitrary discrimination are inadequate to meet the particular problems of this city and county.

SEC. 3852. EMPLOYMENT

(a) Prohibited Activity. It shall be unlawful for any person to do any of the following acts as a result of the fact, in whole or in part, that a person has any disease or affliction that cannot be transmitted by casual contact:

(1) By an employer: To fail or refuse to hire, or to discharge any individual; to discriminate against any individual with respect to compensation, terms, conditions or privileges of employment, including promotion; or to limit, segregate or classify employees in any way which would deprive or tend to deprive any individual of employment opportunities, or otherwise adversely affect his/her status as an employee;

(2) By an employment agency: To fail or refuse to refer for employment any individual; or otherwise to discriminate against any individual;

(3) By a labor organization: To exclude or expel from its membership or to otherwise discriminate against any individual; or to limit, segregate or classify its membership; or to classify or fail or refuse to refer for employment any individual in any way which would deprive or tend to deprive such individual of employment opportunities, or would limit such employment opportunities, or otherwise adversely affect his/her status as an employee or as an applicant for employment;

(4) By an employer, employment agency or labor organization:

(i) to discriminate against any individual in admission to, or employment in, any program established to provide apprenticeship or other training or retraining, including any on-the-job training program;

(ii) to print, publish, advertise or disseminate in any way, or cause to be printed, published, advertised or disseminated in any way, any notice or advertisement with respect to employment, membership in, or any classification or referral for employment or training by any such organization, which indicates an unlawful discriminatory act or preference.

(b) Bona Fide Occupational Qualification Not Prohibited; Burden of Proof.

(1) Nothing contained in this section shall be deemed to prohibit selection or rejection based upon a bona fide occupational qualification.

(2) In any action brought under Section 3856 of this Article (Enforcement), if a party asserts that an otherwise unlawful discriminatory practice is justified as a bona fide occupational qualification, that party shall have the burden of proving:

(i) that the discrimination is in fact a necessary result of a bona fide occupational qualification; and,

(ii) that there exists no less discriminatory means of satisfying the occupational qualification.

(3) The capacity of an individual to perform his or her duties without endangering his or her health or safety, or the health or safety of others is a bona fide occupational qualification.

(c) Exceptions. Nothing in this section shall be construed to prohibit any act specifically authorized by the laws of the State of California or any actions taken by or under the direction of the San Francisco Department of Public Health in order to protect the Public Health.

(d) Definition. For the purposes of this ordinance, "person" shall mean any individual, person, firm, corporation or other organization or group of persons however organized.

SEC. 3853. ASSOCIATION AND RETALIATION

(a) It shall be unlawful for any person to do any of the acts described in Section 3852 as a result of the fact that a person associates with any one who has a disease or affliction that cannot be transmitted by casual contact or any associated condition covered by this ordinance.

(b) It shall be unlawful for any person to do any of the acts described in Section 3852 or to retaliate against a person because a person:

(i) has opposed any act or practice made unlawful by this ordinance;

(ii) has supported this ordinance and its enforcement;

(iii) has filed a complaint under this ordinance with the San Francisco Human Rights Commission or any court;

(iv) has testified, assisted or participated in any way in any investigation, proceeding or litigation under this ordinance.

SEC. 3854. TESTING

(a) No person shall require another to take any test or undergo any medical procedure designed to show or help show that a person has a disease or affliction that cannot be transmitted by casual contact or any associated condition covered by this ordinance.

(b) Subsection (a) does not apply to an employer who can show that the absence of a disease or affliction that cannot be transmitted by casual contact is a bona fide occupational qualification.

(c) Nothing in this section shall be construed to prohibit any act specifically authorized by the laws of the State of California or any actions taken by or under the direction of the San Francisco Department of Public Health in order to protect the public health.

SEC. 3855. LIABILITY

Any person who violates any of the provisions of this ordinance or who aids in the violation of any of the provisions of this ordinance is liable for each and every such offense for the actual damages, and such amount as may be determined by a jury, or a court sitting without a jury, up to a maximum of three times the amount of actual damages but in no case less than one thousand dollars (\$1000), and such costs and attorneys' fees as may be determined by the court. In addition, punitive damages may be awarded in a proper case.



CIVIL SERVICE COMMISSION

POLICY STATEMENT PROHIBITING DISCRIMINATION IN EMPLOYMENT ON THE BASIS OF ACQUIRED IMMUNE DEFICIENCY SYNDROME (AIDS), ACQUIRED IMMUNE DEFICIENCY SYNDROME RELATED COMPLEX (ARC), HUMAN IMMUNODEFICIENCY VIRUS INFECTION (HIV INFECTION) OR ANY MEDICAL SIGNS OR SYMPTOMS RELATED THERETO.

It is the policy of the City and County of San Francisco Civil Service Commission to prohibit discrimination in the compensation, terms, conditions and privileges of employment on the basis that any employee or applicant for employment with the City and County:

has, is perceived as having or has a history of having the conditions known as Acquired Immune Deficiency Syndrome (AIDS), Acquired Immune Deficiency Syndrome Related Complex (ARC), Human Immunodeficiency Virus Infection (HIV infection) or any medical signs or symptoms related thereto.

The Civil Service Commission finds that AIDS, ARC and HIV infection are national and local health concerns not confined to any single community, the effects of which cut across all communities, impacting all arenas of life, including that of the employment setting. To provide assistance to City departments in managing this concern in the employment setting, the Commission establishes the following policy guidelines:

1. The current and best medical evidence is that AIDS, ARC and HIV infection do not pose a threat of contagion or transmission from worker to co-workers through everyday contact common in the work environment;
2. AIDS, ARC and HIV Infection are life threatening illnesses, which may be regarded as handicaps under prevailing local, state and federal law. Infection with HIV is protected under state and local law. Each individual responds differently to the illness in terms of ability to work. On this basis, as with all other handicaps, departments are required to make reasonable accommodations to facilitate the ability of employees with AIDS, ARC or HIV infection to continue working as long as they desire and are able to perform the essential functions of the job with accommodation;

CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

3. Like all other medical information and records, the conditions of AIDS, ARC or HIV infection in an employee or applicant are subject to privacy protection and all employees have a right to the confidentiality of medical information. Departmental personnel having access to an individual's medical records or those having knowledge of a medical condition have a duty to preserve the privacy and confidentiality of the information. To that end, it is imperative that such information not be shared without the express and prior written permission of the individual having the condition;
4. In that employees with AIDS, ARC or HIV infection do not pose a threat of contagion to co-workers through everyday work place contact, the refusal by co-worker(s) to work with an individual having or perceived to have AIDS, ARC or HIV infection can be considered insubordination, subject to due process disciplinary action in consideration of the specific facts and circumstances of the refusal. Similarly, members of the public with AIDS, ARC or HIV infection pose no threat of contagion to City employees providing common public services and the refusal of any City employee to provide public service on this basis can be grounds for disciplinary action;
5. Departments must treat AIDS, ARC and HIV infection as they would any other life threatening illness and must therefore apply and comply with all Civil Service Commission rules which govern employee health, including but not limited to leaves of absence, disability transfers and medical examinations. Under no circumstances shall an employee or applicant be required as a condition of pre-employment or employment to undergo any tests to detect the presence of the HIV antibody, antigen or virus;
6. Employees who are affected by any life threatening illness should be treated with compassion and understanding. Department personnel should provide support and encouragement and foster, by example, an attitude of sensitivity to the needs of chronically ill colleagues, recognizing that continued employment and interaction in the work environment can be physically, mentally and emotionally beneficial. Similarly, such compassion should be shown to employees who have a family member or significant other who has AIDS, ARC or HIV infection;
7. Given the fears that AIDS, ARC and HIV infection often inspire, the most effective way to avoid disruption and discrimination in the work place is to prepare and educate all employees. In fostering a rational, compassionate and non-discriminatory understanding of AIDS, ARC and HIV infection in the work place, departments should implement educational programs. These programs should be based on the best available medical knowledge, resources for employee support and City and County policies and rules which apply to the issues of AIDS, ARC and HIV infection in the work place.

CIVIL SERVICE COMMISSION
POLICY PROHIBITING DISCRIMINATION
ON THE BASIS OF AIDS/ARC/HIV INFECTION

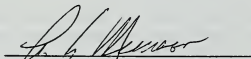
The Civil Service Commission promulgates this policy in order to provide advice and guidance to City departments in managing issues related to AIDS, ARC and HIV infection in the work place, thereby preventing discrimination in employment on this basis. While departments may develop their own policies in response to the specific needs of their employment setting, the Civil Service Commission advises that this and any specific department policies must comply with prevailing local, state and federal law which recognizes AIDS, ARC and HIV infection as protected handicaps.

Under the provisions of Civil Service Commission Rule 1.03F, applicants or employees of the City and County of San Francisco may file complaints alleging discrimination on the bases of AIDS, ARC and HIV infection. Information on how to file such complaints is available from the Civil Service Commission Equal Employment Opportunity Unit, 151 City Hall, 554-4736.

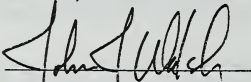
The Civil Service Commission designates the Civil Service Commission Equal Employment Opportunity Unit as the Commission's resource to which departments should direct any questions or requests for assistance on matters addressed in this policy.

May 2, 1988

CIVIL SERVICE COMMISSION



A. Lee Munson
President, Civil Service Commission



John J. Walsh
General Manager, Personnel

5938C

(women in non-traditional employment)

1 URGING AFFIRMATIVE ACTION FOR WOMEN IN NON-TRADITIONAL JOBS IN
2 THE CITY WORKFORCE

3
4 WHEREAS, The City and County of San Francisco is committed
5 to equal employment opportunity and a program of affirmative
6 action; and,

7
8 WHEREAS, It is the policy of the City and County of San
9 Francisco to afford equal opportunity in employment to all
10 persons without discrimination on the basis of race, religion,
11 sex, national origin, ethnicity, age, physical handicap,
12 political affiliation and sexual orientation; and

13
14 WHEREAS, The City and County of San Francisco is committed
15 to a strong Affirmative Action Program to remove barriers that
16 have operated in the past to preclude employment opportunities
17 to certain groups who have experienced discriminatory
18 practices, and to increase the utilization of the skills and
19 talents of minorities and women; and,

20
21 WHEREAS, The Civil Service Commission is committed to
22 taking aggressive steps to improve the utilization of various
23 minority groups and women where they are currently
24 underrepresented in the City and County workforce; and,

25
26 WHEREAS, The available female workforce in the City and
27 County of San Francisco, according to 1980 Census figures, is
28 42.2 percent; and,

29
30 WHEREAS, According to the City and County of San
31 Francisco's most recent Affirmative Action Plan, women hold
32 only 2.3% of the skilled craft trade jobs; and,

33
34 WHEREAS, Women are severely underrepresented city-wide in
35 jobs traditionally held by men; now, therefore, be it
36 RESOLVED, That the Board of Supervisors urges the Mayor

PAGE ONE

BOARD OF SUPERVISORS

1 and the Civil Service Commission to develop a meaningful
2 affirmative action plan for women in non-traditional jobs and
3 to investigate and study the problems of recruitment,
4 retention, and training and apprenticeship programs directed at
5 achieving a balanced workforce among city workers; and, be it

6
7 FURTHER RESOLVED, that the Board of Supervisors requests
8 the Mayor and the Civil Service Commission to issue a report on
9 the status of women in non-traditional jobs and skilled craft
10 trades within four months, with emphasis on the following
11 related issues:

12 realistic hiring goals for women
13 an outreach program targeting women,
14 particularly women of color
15 an effective monitoring program to ensure
16 city-wide compliance
17 comprehensive training and apprenticeship programs
18 examination of barriers to promotion and retention
19 of women in non-traditional employment
20 staff position to facilitate entry of women into non-
21 traditional workforce

22 Supervisors Nancy Walker, Louise Renne

23 0166Y

PAGE TWO

BOARD OF SUPERVISORS

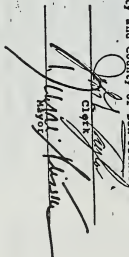
Adopted - Board of Supervisors, San Francisco June 10, 1985

Ayes: Supervisors Editt Hongisto Kennedy Maher Molinari Weider
Renne Silver Ward
Absent: Supervisors Kopf Walker

I hereby certify that the foregoing resolution
was adopted by the Board of Supervisors
of the City and County of San Francisco

File No.
216-85

JUNE 20, 1985
Date Approved


Mayor



September 2, 1980
Reissued: May 12, 1988

MEMORANDUM

To : All Appointing Officers
Departmental Personnel Officers
Employees and Employee Organization Representatives

From : John J. Walsh
General Manager, Personnel

SUBJECT : POLICY REGARDING THE USE OF SLURS BY CITY OFFICIALS AND EMPLOYEES

At its meeting of August 18, 1980, the Civil Service Commission adopted the following policy recommended by the Human Rights Commission regarding the use of slurs by City officials and employees:

"IT IS THE POLICY OF THE CITY AND COUNTY OF SAN FRANCISCO, AND EACH OF ITS OFFICIALS, EMPLOYEES AND AGENTS ACTING IN THEIR OFFICIAL CAPACITY, TO TREAT ALL PERSONS EQUALLY AND RESPECTFULLY, AND TO REFRAIN FROM THE WILLFUL OR NEGLIGENT USE OF SLURS AGAINST ANY PERSON ON THE BASIS OF RACE, COLOR, CREED, NATIONAL ORIGIN, ANCESTRY, AGE, SEX, SEXUAL ORIENTATION OR DISABILITY. A SLUR, AS USED IN THIS POLICY, IS A WORD OR COMBINATION OF WORDS THAT BY ITS VERY UTTERANCE INFLECTS INJURY, OFFERS LITTLE OPPORTUNITY FOR RESPONSE, APPEALS NOT TO RATIONAL FACULTIES, OR IS AN UNESSENTIAL OR GRATUITOUS PART OF ANY EXPOSITION OF FACT OR OPINION. ALL PERSONS ARE ENTITLED BY LAW TO THE RIGHT OF EQUAL TREATMENT AND RESPECT. SLURS DEPRIVE MEMBERS OF THE PROTECTED GROUPS OF THIS RIGHT BY HOLDING THEM UP TO PUBLIC CONTEMPT, RIDICULE, SHAME, AND DISGRACE AND CAUSING THEM TO BE SHUNNED, AVOIDED OR INJURED IN THEIR OCCUPATION. BY PROMOTING ILL WILL AND RANCOR, SLURS DIMINISH PEACE AND ORDER.

THE USE OF SUCH SLURS BY CITY OFFICIALS OR EMPLOYEES WILL BE CONSIDERED BY COMMISSIONS, DEPARTMENTS, AGENCIES, BOARDS, OR APPOINTING AUTHORITIES AS PRIMA FACIE EVIDENCE OF THE LACK OF COMPETENCE OF SAID CITY OFFICIALS AND EMPLOYEES. EVIDENCE OF USAGE OF SUCH SLURS SHALL BE ENTERED IN JOB PERFORMANCE EVALUATIONS AND SHALL BE CONSIDERED IN EVALUATING THE FITNESS OF CITY EMPLOYEES."

It is requested that each commission, board and department adopt this policy and that it be widely disseminated to and rigorously enforced by every officer and employee of the City and County. Please notify the Civil Service Commission and the Human Rights Commission in writing of action taken to implement this policy and forward copies of commission or board resolutions and departmental orders or directives to both agencies.

CIVIL SERVICE COMMISSION

A handwritten signature in dark ink, appearing to read "John J. Walsh".

John J. Walsh
General Manager, Personnel

RULE 34

EXEMPT EMPLOYMENT OF INDIVIDUALS WHO ARE SEVERELY DISABLED
(RULE ADOPTED FEBRUARY 3, 1986)

Section 34.01 RULE PRESCRIBED - AUTHORITY - PURPOSE

A. In accordance with Charter Section 8.300(a)(6), the Civil Service Commission does prescribe and adopt this Rule which shall have the force and effect of law to implement the Charter provision and to provide an orderly and effective process for the exempt employment and advancement to permanent civil service status of individuals who are severely disabled under the terms and conditions authorized by the Charter.

B. This Rule is not intended to preclude or in any way inhibit the employment of individuals who are severely disabled through the regular examination process or from provisional appointment as provided elsewhere in these Rules.

Section 34.02 DESIGNATED POSITIONS

A. An appointing officer or authorized representative may identify entry-level positions in the department for the appointment of individuals who are severely disabled and thereupon notify the General Manager, Personnel in writing of the positions so identified.

B. Such positions when approved by the General Manager, Personnel shall be designated for the employment of individuals who are severely disabled and shall hereinafter be known as a "designated position."

C. With the approval of the General Manager, Personnel, the appointing officer or authorized representative may rescind such designation at any time prior to the appointment of an individual pursuant to this Rule. When a designated position becomes vacant, the appointing officer may continue or cancel such designation.

Section 34.03 DEFINITION AND CERTIFICATION OF INDIVIDUALS WHO ARE SEVERELY DISABLED

A. Persons eligible for employment in designated positions shall be subject to certification by either the State of California Department of Rehabilitation or Veterans Administration as individuals who are severely disabled in accordance with the standards and criteria established by the State of California Department of Rehabilitation for such purpose.

B. Such standards and criteria and any changes thereto used for the certification of individuals who are severely disabled to positions in the City and County Service are subject to the acceptance and approval of the General Manager, Personnel.

C. A copy of the standards and criteria used for the certification of individuals who are severely disabled shall be available for public inspection during regular business hours in the Commission office.

Section 34.04 APPRAISAL OF QUALIFICATIONS

A. All candidates for designated positions shall meet the minimum qualifications applicable to the class and shall be able to perform the essential functions of the position after reasonable accommodation is made for the disability.

B. The General Manager, Personnel shall establish procedures for the appraisal of the qualifications of all persons certified for employment pursuant to this Rule.

C. For the purpose of this Rule, the provisions of the last examination announcement or the class specification, whichever is more recent, shall guide the General Manager, Personnel in determining minimum qualifications.

D. The General Manager, Personnel may administer job-related tests and/or obtain such supplemental information as is deemed appropriate in order to appraise the qualifications of candidates certified for consideration under this Rule.

Section 34.05 REFERRAL OF THE INDIVIDUAL WHO IS SEVERELY DISABLED TO THE DEPARTMENT

A. When there is a vacant requisition for a designated position, the General Manager, Personnel will refer to the Department for consideration those candidates who meet the specified terms and conditions.

B. The candidate and the authorized departmental representative shall each advise the General Manager, Personnel of their assessment of the position under consideration. The decision by the candidate to refuse the position or by the department to reject a candidate shall be final and is not subject to appeal except as provided under the anti-discrimination provisions of Charter Section 3.661(c) and these Rules.

Section 34.06 APPOINTMENT AND EVALUATION PERIOD

A. A candidate selected for appointment under this Rule shall be a permanent exempt appointee subject to the one-year Evaluation Period prescribed by Charter.

B. The provisions found elsewhere in these Rules governing the extension of the probationary period for regular civil service appointees shall be applicable to the one-year Evaluation Period.

C. The Evaluation Period is the critical phase of the selection process and shall be used as a trial period in order to determine the ability of individuals who are severely disabled to perform the assigned duties of the position to which appointed.

Section 34.07 PERFORMANCE APPRAISAL DURING EVALUATION PERIOD

In accordance with existing procedures of the Performance Appraisal System, Performance Appraisal Reports shall be written during the Evaluation Period by the immediate supervisor of individuals who are severely disabled according to the following schedule:

- A. At the end of the first (1st) three (3) months;
- B. At the end of the sixth (6th) month covering the fourth (4th) through the sixth (6th) month; and,
- C. At the end of the eleventh (11th) month covering the seventh (7th) through the eleventh (11th) month.

Section 34.08 TERMINATION DURING EVALUATION PERIOD

A. Consistent with Charter authority governing the employment of individuals exempt from the civil service provisions thereof, during the Evaluation Period, individuals appointed under this Rule serve at the discretion of the appointing officer.

B. At any time during the Evaluation Period, the appointing officer may terminate the appointee by giving written notice to the individual and to the General Manager, Personnel specifying the reasons therefor. The decision of the appointing officer shall be final and is not subject to appeal except as provided under the anti-discrimination provisions of Charter Section 3.661(c) and these Rules.

Section 34.09 ADVANCEMENT TO PERMANENT CIVIL SERVICE STATUS

A. The appointing officer shall, in accordance with procedures prescribed by the General Manager, Personnel, notify the General Manager, Personnel in writing of the completion of the Evaluation Period and shall certify satisfactory job performance during the Evaluation Period in order to advance the individual who is severely disabled to permanent civil service status.

B. Upon advancement to permanent civil service status, appointees shall not be required to serve a probationary period and shall acquire all the rights of a regular civil service appointee who has completed the probationary period.

Section 34.10 COMPUTATION OF SENIORITY FOR INDIVIDUALS WHO ARE SEVERELY DISABLED

Notwithstanding any other provisions of these Rules:

A. Seniority for the purpose of lay-off shall be calculated from the date an individual who is severely disabled began to work in an exempt status in the designated position in a class in a department.

B. During the Evaluation Period, individuals appointed pursuant to this Rule shall be compared with and ranked for retention purposes the same as probationary civil service appointees.

C. Seniority accrued by an individual who is severely disabled in a class and department during the Evaluation Period shall be carried forward upon advancement to permanent civil service status in the same class and department.

D. Seniority in the event of a tie shall be determined by the appointing officer, whose decision is final.

Section 34.11 RESOLUTION OF DISPUTES

A dispute concerning the application, implementation or interpretation of this Rule shall be decided by the General Manager, Personnel, subject to reconsideration by the Commission as provided elsewhere in these Rules.

HOW TO APPLY FOR POSITIONS DESIGNATED FOR THE EXEMPT EMPLOYMENT
OF INDIVIDUALS WHO ARE SEVERELY DISABLED

This information sheet is designed to assist individuals who are severely disabled to apply for a job with the City and County of San Francisco through a special employment program. Positions in this program are exempt appointments i.e. they are not subject to examinations, however, they are subject to a one year evaluation period. If the appointee performs the job satisfactorily during the evaluation period, he or she will be advanced to regular Permanent Civil Service status.

THE JOB ANNOUNCEMENT

Job announcements for positions designated for the exempt employment of individuals who are severely disabled will be posted on the job announcement boards outside of Room 151 on the first floor of City Hall and at 646 Van Ness Avenue.

Read the announcement carefully. If you are certified as severely disabled and meet the minimum qualifications for the position, fill out an employment application.

THE APPLICATION

Applications are available at 646 Van Ness Avenue and in Room 151 of City Hall. Applications will only be taken for positions currently available i.e. those posted on job announcement boards. A separate application form must be submitted for each position.

Be sure to fill out the application carefully and completely. Do not forget to sign it.

Give complete information about your experience and background. The application will be screened to be sure that your experience, training, and education meet the minimum requirements for the position.

Applications will not be accepted without a valid certification of severe disability from the State Department of Rehabilitation or the Veterans Administration.

Submit the completed application form and the certificate of severe disability to the Civil Service EEO Unit in Room 151 City Hall (first floor).

CERTIFICATION OF SEVERE DISABILITY

Applicants who have a severe disability must be certified by the California State Department of Rehabilitation at 30 Van Ness Avenue or by the U.S. Veterans Administration at 211 Main Street. Bring recent medical documentation with you so that they can determine if you meet the severe disability criteria.

Certifications will only be issued for positions currently open for filling. Applicants must have a certification document for each position each time they apply.

For more information regarding the certification process, call the Department of Rehabilitation at 557-3800 or the Veterans Administration Vocational Rehabilitation Office (disabled veterans only) at 974-0200.

THE SELECTION INTERVIEW

Qualified severely disabled applicants will be subject to a selection interview by a worksite representative. Examinations are not required for positions designated to this program.

FOR MORE INFORMATION regarding Rule 34 job opportunities and the selection process, call (415) 558-2906.

HOW TO FILE A DISCRIMINATION COMPLAINTEqual Employment Opportunity Unit - Role and Purpose

The Equal Employment Opportunity (EEO) Unit of the Civil Service Commission investigates complaints of discrimination filed by City and County employees or applicants for employment. The authority to investigate such complaints stems from Section 3.661(c) of the San Francisco Charter and Section 1.03F of the Civil Service Rules.

The investigative role of the EEO Unit is that of an objective third party, representing neither the complainant (employee), nor the respondent (department).

Complaint ProcessBasis:

Discrimination complaints submitted for investigation must be based on one or more of the following: RACE, RELIGION, SEX, NATIONAL ORIGIN, ETHNICITY, AGE, PHYSICAL HANDICAP, POLITICAL AFFILIATION, SEXUAL ORIENTATION, ANCESTRY, MARITAL STATUS, COLOR, MEDICAL CONDITION (cancer-related), or ACQUIRED IMMUNE DEFICIENCY (AIDS) or AIDS RELATED CONDITION (ARC).

Actions complained of may include the following: DENIAL OF EMPLOYMENT, TRAINING, PROMOTION, REASONABLE ACCOMMODATION (for PHYSICAL HANDICAP, RELIGION, AIDS, or ARC); TERMINATION, LAY-OFF, CONSTRUCTIVE DISCHARGE, DEMOTION, DISCIPLINARY ACTION, HARASSMENT, WORK ASSIGNMENT(S) and SEXUAL HARASSMENT.

Other issues, such as a disagreement regarding Department rules or regulations affecting working conditions, may be subject to review through the Employee Grievance procedure.

Filing:

A letter specifying in detail the basis of discrimination and the discriminatory action taken must be sent to:

Mr. John Walsh
General Manager, Personnel
City Hall, Room 153
San Francisco, CA 94102

Ideally, the letter of complaint should include the following information:

1. Name, address and daytime phone number.
2. The basis for complaint: i.e. race, religion, etc.
3. The discriminatory action: i.e., denial of employment, training, promotion or reasonable accommodation; termination; etc.
4. The date(s) the action(s) in question took place.
5. The City and County department and work unit accused of discrimination.
6. The names and classifications of the individuals accused of discrimination.
7. The names, classifications and daytime phone numbers of any witnesses to the alleged discriminatory action.
8. A detailed explanation of the sequence of events which you believe to be discriminatory.
9. The specific action you are seeking in order to correct the alleged discrimination.

If you are a current City and County employee, please also include your current Civil Service classification and status, the department where you are employed, and the length of time you have been employed with the City and County of San Francisco.

Filing Deadline:

Letters of complaint must be filed within 30 calendar days of the date the discriminatory action took place, or within 30 calendar days of the date the employee should have first become aware of the violation. Therefore, time is an important factor when filing a complaint with the Civil Service Commission.

Investigation:

Upon review of the letter of complaint by the General Manager, the complaint will be referred to the EEO Unit for investigation. The complaint will be assigned to an investigator. The investigator will then contact the person filing the complaint, either by mail or phone, to schedule an intake interview. Intake interviews afford the investigator an opportunity to clarify the issues involved and also allow the person filing the complaint an opportunity to present the complaint in more detail.

The investigation includes reviewing and obtaining copies of relevant documents such as personnel files, attendance reports and performance evaluations, interviewing co-workers and supervisors, and other actions considered necessary in order to obtain relevant information.

It is important to remember that the individual who brings forth the complaint is responsible for substantiating the charges. Therefore, it is necessary to cooperate with the investigator by providing any written material, names of individuals to interview, or any other information which would assist the investigation.

During the intake interview, the entire complaint process will be explained in more detail by the assigned investigator. Any questions regarding the process can be asked during the intake interview.

Civil Service Rule 1.03(f) Discrimination Complaints available in City Hall, Room 153.

SPECIAL OCCUPATION TABULATIONS (1980 U.S. Census)

<u>SOT Category</u>	<u>Labor Market Availability</u>							
	<u>White</u>	<u>Black</u>	<u>Hispanic</u>	<u>Asian</u>	<u>Filipino</u>	<u>Amer Ind</u>	<u>Male</u>	<u>Female</u>
SFLM SF Labor Market	57.5%	9.9%	11.2%	15.3%	5.3%	0.4%	54.8%	45.2%
SOTA Engineers	73.0%	2.6%	3.7%	14.9%	5.3%	0.3%	94.3%	5.7%
SOTB Biological Scientists	78.8%	2.8%	2.2%	10.7%	3.8%	0.0%	60.8%	39.2%
SOTC Physicians	86.3%	3.5%	2.7%	5.4%	1.9%	0.0%	82.4%	17.6%
SOTD Architects	80.8%	2.4%	3.1%	9.7%	3.4%	0.1%	89.5%	10.5%
SOTE Registered Nurses	75.5%	7.1%	4.9%	8.7%	3.0%	0.5%	7.1%	92.9%
SOTF Pharmacists	53.0%	2.4%	4.1%	29.8%	10.5%	0.1%	70.9%	29.1%
SOTG Therapists	78.8%	7.9%	3.7%	6.6%	2.3%	0.7%	28.9%	71.1%
SOTH Lawyers	90.1%	3.2%	2.8%	2.6%	0.9%	0.2%	79.2%	20.8%
SOTI Clinical Lab Techs	58.5%	8.4%	6.4%	18.9%	6.6%	1.0%	29.7%	70.3%
SOTJ Health Technicians	59.1%	16.4%	7.2%	12.0%	4.2%	0.6%	24.3%	75.7%
SOTK Health Record Techs	43.5%	5.6%	27.1%	17.6%	6.2%	0.0%	10.0%	90.0%
SOTL Radiologic Techs	64.0%	9.4%	7.2%	14.3%	5.0%	0.2%	35.4%	64.6%
SOTM Licensed Prac Nurse	49.1%	31.2%	8.2%	7.1%	2.5%	0.6%	9.0%	91.0%
SOTN Broadcast Equip Oper	81.2%	8.6%	7.7%	1.6%	0.5%	0.0%	58.9%	41.1%

D E T A I L E D U T I L I Z A T I O N A N A L Y S I S

BY CIVIL SERVICE CLASSIFICATION

(Available for review in the Civil Service Commission's EEO Unit,
City Hall, Room 151)

